

# The Impact of Emotional Intelligence on Organization Citizenship Behavior: An Applied Research on Investment Petroleum organizations in Egypt

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**Abstract Purpose:** As social skills become the focus of the organizations for ensuring its stability and adaptability with fast changes that incur in the business environment. Thus, the purpose of this study is investigating the relationship between emotional intelligence and organization citizenship behavior. **Aim and objective:** The aim of this study is to determine the relation between emotional intelligence in two companies in investment petroleum companies in Egypt and to identify which of emotional intelligence dimensions change and affect organization citizenship behavior dimensions. **Research Methodology:** sample size of this paper are 379 from two companies operating in petroleum sector in Egypt. **Main results:** Firstly, the study found that four dimensions of emotional intelligence correlated with OCB. Secondly, the paper found that SEA and UOE predict OCBO changes. Thirdly, the study found that only SEA, OEA and UOE of EI predict changes on OCBI. **Recommendation:** yardstick of the organizations under petroleum sector should change. They should acquire employees who are emotional intelligent to predict increase in voluntary behavior. Moreover, emotional intelligence is crucial in this sector due to its project nature, uncertainties and sensitivity to external environment. Moreover, excessive training programs should be provided to employees to ensure effective performance and to anticipate the upcoming generation's different interests. **Limitations and Future work,** researchers should consider other types of the organizations fall under this sector as this study only focuses on one of the companies in petroleum companies that fall under the category of investment companies.

**Keywords:** emotional intelligence, use of emotions, self-emotion appraisals, others emotion appraisals, regulation of emotions, Organization citizenship, petroleum sector

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## 1. Introduction

Business environments in nature are not stable. Businesses face huge uncertainties that affect the way business can operate and reach the specified goals. As a result, businesses need to employees and managers that easily deal, support and cope with these uncertainties starts to evolve. Social interaction role starts to increase as it facilitates the process of managing and dealing changes profitably. Individual's reactions to the external environment are built based on two main factors which are five sensations and inside information that shape feelings. This clarifies the significant role of the emotion on the individual decisions. In consequence, organizations yardstick should change. They should give attention to employee's abilities rather focusing only on the intellectual one. Emotional aspects have a great role in building the relation in the corporates rather intellectual one [1]. Researchers state that ten percent of people

actions are shaped based on their logic and the remaining based on their sense. Studies found that soft skills and emotions role can't be ignored in career success. It is important as cognitive intelligence. Researchers have debates in the past years about the importance of emotions and its role in the work place. Weber believed that emotions are not beneficial in the workplace because it leads individuals to be irrational in their decisions and affect their behavior such as favoritism. Others found that emotions have a great role in creativity and help individual to effectively make decisions when it used effectively [2]. Being smart in emotional aspects has a huge role in the organization [3]. Emotional intelligence is crucial for individual and organizations as it has huge effect on their performance. It enforces commitment as well as extra role behavior. Huge studies are done to investigate the OCB antecedents [4]. Huge antecedents are found such as organization support and commitment, emotional intelligence and job satisfaction and others. Organization behavior field, studies found that organizations success incurred when individuals in the

organization did not restrict themselves to the formal duties rather engaging themselves in extra role behavior, have helping behavior and enhance and work for the benefit of the organization [5]. Moreover, these successes are not only based on IQ. However, employees who are interpersonally skilled realize that cue for this success is emotional intelligence. Emotional intelligence means the ability for understanding, managing or dealing with our and others emotions and feelings as it has a huge role in cognitive abilities. Emotional intelligence theory contradicts traditional measures that only consider IQ as a reason of individual's success and education systems that only focus on this aspect. However, it is approved that being literate and insensitive to our and others feelings could be considered as unacceptable weakness for educated individuals. However, some individuals have high scores of IQ, they are literate in both intra and interpersonal skills and are not successful. Emotional intelligence role cannot be ignored in individual career and life. Researchers noted that technological role in enriching us with information is important, however, emotional intelligence role in making individuals easily deal and manage themselves and other cannot be replaced [6]. Recently organizations give attention to talents, competences and abilities rather than goods as they understand that their success will be built on talented employees who go beyond what is required from them [7]. Researchers found that 75% of the employees all over the world in 2025 will be millennial. This will affect organization as this generation seeks money, meaningful tasks and leisure rather than building relations with others in the organization. They don't care about OCB. This paper will focus on investigating the relationship between emotional intelligence and organization citizenship behavior [8]. Hence the research importance is shown as past studies state that ninety percent of our actions are developed based on our sense and the rest on thinking and profession success are build based on social and soft skills rather than cognitive one. Moreover, Emotional intelligence and OCB lead employees to invest more in their organizations. They will not restrict to what is formally required from them and go beyond it, this means that they effectively understand how to deal and manage unpredictable and necessary tasks due to their capability of dealing with stress and their focus on the main goals of the organization rather the required tasks [9,10].

This research focuses on oil and gas industry due its criticality for the economy. Egypt owns different resources such as fossil fuels beside the renewable energy. Egyptian government recognizes the importance of this sector. Accordingly, government does a lot of plans and investments to ensure the continuous development of this sector such as Suez Canal that connects between different countries which affects revenue [11]. However, this sector faces a lot of fluctuation. Corona virus creates huge changes in the economy all over the world. It affects the demand, investment and the supply of the energy. Petroleum consumption redeemed by 25 percent. R&D decreased by 30 to 40%. It is described as the severest pandemic. Accordingly, lockdown and quarantine policies started to increase. One of the studies done in Egypt found that this crisis has positive and negative side on the

economy. It also affects the saving, salaries and finally job security of the individuals. Accordingly, the need of investigating emotional intelligence increases due to its effect on employee's behavior. It limits counterproductive behavior and help individuals to be more efficient during stressful situations and crises that finally affect the whole performance of the organizations [12]. Moreover, Egyptian minister in a conference mentioned the importance of emotional intelligence in the workplace. He states that there are a lot of people who are high in IQ but not successful as they are not having soft skills. Accordingly, He states that individuals should have emotional intelligence to be more productive in the workplace. In the future organizations yardstick will change. They will not search for individuals who are graduated from reputable organization. However, they will search for skilled individuals who are highly emotional intelligent rather than IQ. The institute of human potential and health in Chicago and organizations that are working in the field of emotional intelligence training state that organization will consider AI as routine and the focus will be given to soft skills and emotional intelligence as it is considered as antecedent of productivity innovation and more engagement in the workplace [13].

In addition, this topic is important for the organization understudy. This organization enters several projects in different countries with different nationalities and different organizations. In each projects there are different structure employees are assigned from different divisions. This increases the need of emotional intelligence and OCB behavior. Adding to that this sector is high risk which requires individuals interact with stressful situations and this happens when individual know how to manage, understand their own and others emotions and effectively direct others and themselves toward right decisions. It also creates the need of having individuals who can easily help other in the right time and go beyond with required tasks to finish projects effectively even during uncertainties.

## 1.1. Research Statement

The purpose of this research is investigating the impact of emotional intelligence on organization citizenship behavior in oil and gas companies in Egypt due to its importance. Individual Productivity level will increase if they are emotional intelligent and involved in OCB that finally affects the whole organization. Moreover, Organization stability increases when it has employees who easily manage, understand and control themselves and others. For further clarification, business stability is affected due to uncertainties and stressful events faced. Its stability will not be affected when it owns employees who can effectively understands and manage their and other feelings and emotions. In addition employees who have citizenship behaviour do not focus only on achieving the required tasks rather focusing on achieving organization goals that require them doing more than the required tasks voluntary [10].

## 1.2. Research Gap

Literature considered that investigating the impact of emotional intelligence on OCB is a debatable topic

because of the contradiction found in the researches results. Accordingly, the need of further research in this topic is required [14]. OCB also studied from its five dimensions that developed by organ and studied also as OCBI and OCBO developed by Podsakoff. This paper will focus on investigating OCB from its two dimensions OCBO and OCBI because of the contradictions found in the 5 dimensions of Organ [15]. Meta analytic paper also found that most of the studies focus on understanding the relation between Emotional intelligence and task performance that represents one side of job performance that include other aspects such as OCB and counterproductive behavior and task performance [16]. A huge gap found in the investigation of this topic in Egypt in gas and oil sector. Most of studies, that are done in emotional intelligence, are in Europe but there is limited papers in Middle East [17]. Moreover Egyptian minister stated that the future will be for the emotionally intelligent employees as the yardstick of the organization will change. Organizations will focus on getting emotionally intelligent employees as this affect productivity and whole performance of the organization rather high IQ employees [28].

### 1.3. Research Objectives

- 1) To understands the emotional intelligence and OCB nature.
- 2) To identify the relationship between employees' emotional intelligence and organization citizenship behavior in oil and gas companies in Egypt.
- 3) To examine the level of emotional intelligence and OCB behavior in the companies in oil and gas industry in Egypt.
- 4) To investigate which of the OCB dimensions is affected more by emotional intelligence dimensions.

### 1.4. Research Questions

- 1) What is the emotional intelligence nature?
- 2) What is organization citizenship nature?
- 3) What are the factors that influence OCB?
- 4) To what level OCB is affected by emotional intelligence?
- 5) What is the relationship between emotional intelligence and OCB behavior in the oil and gas company in Egypt?
- 6) What are the dimensions of OCB that are mostly affected by Emotional intelligence dimensions in oil and gas companies in Egypt?

## 2. Emotional Intelligence Variable

### 2.1. Emotional Intelligence Definition

Emotional intelligence has various meaning and definitions that support and complete each other. Emotional intelligence is defined as subset of social intelligence. In the beginning Salovey and Mayer defined this term as "a subset of social intelligence that involves the ability to monitor one's own and others feelings and emotions to discriminate among them and to use this information to guide ones thinking

and action" [18]. This definition receives criticism as the main focus is thinking rather emotion. Salovey and Mayer (1997) redefined this term to be "the ability to perceive, express emotion, assimilate emotion in thought, understand and reason with emotion and regulate emotion itself and other" [18]. This definition accepted worldwide. Mayer and Salovey studied this construct from ability perspective. Bar-on defined this term as "array of non-cognitive capabilities, competences and skills that influence one's ability to succeed in coping with environmental demands and pressures" [19]. Goleman viewed and defined emotional intelligence from mixed perspective. Goleman defined this term as "the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions effectively in ourselves and others" [20]. Accordingly, it was noticed that this term is studied from different perspectives. This term is studied from ability, mixed and trait perspective. This paper will adopt ability perspective.

### 2.2. Emotional Intelligence Development

Emotional intelligence is discussed by different researchers and from different perspective. There are a lot of debates found in the literature regarding this topic [1]. Emotional intelligence is not new, however, its roots are found in Plato study. Researchers have various debates regarding validating or refusing the emotional intelligence role in our life. Plato mentioned that the base of all learning is emotion [21]. Since long time most of the studies created focused on the cognitive side. The studies developed before 1983 that consider non-cognitive intelligence was not considered by others [21]. This term passes through five stages. The first one between 1900 to 1969, it is considered as the era of the emergence of the intelligence. Researchers studied emotions and intelligence separately and a lot of debates raised about which incur first and whether emotions are translated similarly in all cultures or not [22,23]. Thorndike (1930) explained social intelligence and highlighted how it is crucial for individuals as it help to effectively deal with others. This will happen when individuals realize their behavior, state and motive. Wechsler (1940s) highlighted the importance of non-cognitive intelligence for ensuring life success. He found that intelligence models that ignore the non-cognitive intelligence are incomplete [24]. He divided intelligences in two areas intellectual and non-intellectual [22,23]. Second era takes place from 1970 to 1989, this era integrated intelligence and emotions to be cognition and affect. Researchers develop huge studies to identify emotions and understand when it appears. A lot of studies developed to investigate how emotions affect thoughts. It is the stage of initiation of emotional intelligence without being mentioned directly [22,23]. Wayne (1985) mentioned this term in his unpublished paper. Beasley used emotional quotient in his paper. However the roots come to Gardner study of multiple intelligences [25]. He believed that intelligence is not one type however it includes eight types that are critical as IQ. He discusses interpersonal and intrapersonal type of intelligence [1,22,23]. Interpersonal means realizing states, motives and desires of other individuals to be able to effectively deal with others. Intrapersonal means realizing

ourselves and utilize this information for managing our life in effective way [26].

Third ones begun from 1900 to 1993; emotional intelligence emerged in this era. Bar-on mentioned that he is the one who used this term before Beasley. Intelligence previous studies are analyzed again [22,23]. Mayer and Salovey developed a formal definition to this term [27]. Ability model were developed. Fourth one starts from 1994 to 1997, emotional intelligence term explodes. Goleman publish his famous book. Corporates give attentions to this topic. Businesses and researchers deal with each other to teach this topic. Tests and measure developed and sold. Mixed emotional intelligence measures are developed [22,23]. Fifth begin in 1997 till the current days, measurers and tests increases. The field's sophistication and definitions contradictions increase. Accordingly, researchers should understand which emotional intelligence they want to study due to the various measures and definition created for this term [22,28].

### 2.3. Emotional Intelligence Models

Various models are developed for this construct. It is discussed from different views. Accordingly, different models are created for this construct. Emotional intelligence models developed fall into three categories which are ability, trait or mixed models. These various models viewed for some researchers as weakness as the research efforts should be directed to create clear and concise frameworks and definition for the concepts understudy. However other viewed that these variation enrich literature and help in investigating more constructs [28]. In 1997, Emotional intelligence is investigated by Mayer and Salovey. Emotional intelligence is categorized into understanding and managing our emotions, self-motivation, understanding other emotion and handling relations with others [25]. In 2002, Caurso and Salovey and Mayer categorized EQ into four areas which are emotional perception, emotion assimilation, understanding emotions and finally emotion management [28]. This model is developed in a hierarchal way that starts by emotional perception and ends by emotional management. Perceiving emotion includes the ability of understanding the meaning of our and others emotions that appear on the pictures or faces and others and knowing how to express emotions effectively and concisely [29]. Second emotion assimilation, it includes the capacity of knowing how to use emotions effectively in the process of thinking for being able to organize thoughts and consider feeling and emotions as effective tool that has a great role on our judgments [29]. Third one, understanding emotions that include the ability of recognizing complicated emotions and easily detect emotional transitions. The final one is emotion management that focuses on the ability of dealing with our and other emotions and easily get attached or detached from certain emotions based on the situations [23]. This model is divided into two main areas experiential which include first and second capability and strategic that include third and fourth capability [30]. Goleman model are built and developed based on mixed approach. Golman found that competences of emotional intelligence are learned abilities rather than innate talents.

Accordingly individuals should develop to perform effectively [25]. Goleman create 18 competences for EI and categorized them into clusters which are self-awareness that includes three competences which are emotional awareness, self-assessment and self-confidence, self-management cluster that includes controlling emotions, transparency, initiative, consciousness, adaptability and achievement, social awareness cluster that include organization awareness, empathy and service orientation and last one is relationship management that includes others development, communication and managing conflicts, change management, developing bonds, leadership, influence and teamwork [28,29,31]. Finally, Bar-on model fall under the category of the mixed model as Goleman. Baron model are divided into specific components which are interpersonal, adaptability, intrapersonal, general mood, managing stress each one has its own components. Bar-on looks for the success and performance potentiality rather than the success itself which means it is a process rather than results [25].

### 2.4. Outcomes of Emotional Intelligence

As mentioned before, organization yard sticks changes. The main focus is getting employees who have personal capabilities and qualities rather than intellectual and technical qualities. Organizations search for individuals who effectively manage and handle themselves and others for ensuring organizational success. Emotional intelligence has great impact on career development as individuals have self-awareness about their abilities and needs which facilitate the process of best fit. They also easily understand others and know how to handle and deal with others which ensure successful relationship. Individuals who are emotionally intelligent can easily become leaders and they have the capability of gaining others trust and know how to build strong relations that facilitate management process. It also ensures the success of building teams [6]. This term is investigated with work attitude that includes turnover, organization commitment and job satisfaction. It is found that emotional intelligence predicts job satisfaction and commitment and it is negatively related to turnover. In addition emotionally intelligent individuals easily manage their SPA and restrict SNA that affect their level of satisfaction [2]. Other study is developed to investigate the impact of emotional intelligence on job performance using job satisfaction as moderator. The study shows that individuals who are emotionally intelligent are more satisfied which increase the performance levels [32]. Others study it in relation to job satisfaction using job demands and resources as mediators and job level, age and tenure. The study finds that emotionally intelligent employees are more capable in dealing with others and gaining extra sources. They also gain benefits due to reciprocate [33]. It is studied also in relation to leadership and the study approves that there is a positive relation between both variables. Literature shows that emotional intelligence predicts commitment, career development, high performance level, low turnover and job stress, work family conflict and one of the most debatable topics that found in the literature is studying this variable in relation to OCB [34].



### 3. Organization Citizenship Behavior

#### 3.1. Definitions of Organization Citizenship Behavior

Various researchers studied organization citizenship behavior due to its importance. Banard (1938) defined this construct as “the willingness of individuals to contribute cooperative efforts to the organizations was indispensable to effective attainment of organizational goals” [35]. Banard stated that the focus should be directed to organization maintenance rather only reaching goals. Kahns and Katz (1996) found that the focus should be directed to the incentives given for motivating informal behavior which are not similar to the ones that are given to task performance rather focusing only on “countless acts of cooperation” [36]. Organ built his definition to OCB based on their work [36]. Organ in 1998 provided a formal definition to this concept. OCB defined as “individual behavior that is dictionary, not directly recognized by formal reward system, and that in aggregate promotes the effective functioning of the organization” [37]. Organ found that management cannot make individuals go beyond what is required from them. Employees also who engaged in this behavior do not expect any type of reward as their motivation increase due to the satisfaction gain from their own continuous need of doing achievements. However, it is found that this behavior is indirectly rewarded as individuals who exert extra efforts are appreciated by their managers and easily gain promotions [36]. Van dyne developed a wider definition for extra role behavior. Organ criticized Van Dyne definition as it is build based on the expectations of the role sender that could be above or below than the job requirement. Accordingly, judging this behavior became more sophisticated and subjectively [38]. Motowildo and Borman classified performance into two main areas which are task and contextual performance. Organ found that this classification is effective and matching to OCB [39]. Motowildo 2003 defined contextual performance as “the degree to which organization context contributes to organization effectiveness” [40]. Van Scotter and Motowildo (1996) categorized contextual performance into “interpersonal facilitation and job dedication” that is similar to organ classification. Organ dimensions are similar to this classification as some of it focuses on the interpersonal part and the others focus on organization itself [41].

#### 3.2. OCB Development

Since long time job performance antecedents and consequences remained as the topic of interest to the researchers. Research focus was given to both in role and extra role due to its impact on the whole performance of the organizations. Organizations understand the criticality of this topic. It helps organization to easily reach their goals, employee’s development and employee satisfaction and confidence level. Campbell (1990) stated that researchers works a lot toward understanding and expanding this concept. Performance viewed by researchers by two area quality and quantity [42]. Lawler

1976& Schermerhorn analyzed job performance based on results that the employee reaches in certain amount of time [43]. Researchers view to this topic developed. They start to categorize this topic into two main areas task performance (in role) and contextual performance (extra role). Borman and Motowildo (1993) state that task performance focus on the job technical core however the contextual help and support corporate environment such as being loyal and helping others [42]. Scotter and Motowildo (1994); Goodman and Svyantek consider this behavior as an organizational tool that help organization to easily achieve and reach its goals. Behrman and Perrault’s (1982) stated that this behavior is not constant in all jobs, however, it differs from one to one and affects organization performance [44]. Schmit and Motowildo (1999); Borman and Motowildo (1997) develop three assumption to compare between contextual and task performance [42]. Posdsakoff (2000); Motowildo and Borman (1994) and others describe extra role as the behavior that is not formally required and described, differ between jobs but serve the whole psychological and social environment, organization. Contextual performance and OCB are similar in meaning but contextual did not give attention to whether this behavior is voluntary and rewarded or not [45]. OCB roots come to Katz and Banard [47]. Katz (1964) categorized performance in in-role and extra-role term [46]. Kahn and Katz (1978) found that organization effectiveness will incur by specific behaviors that are classified into three areas. Organ (1983) developed a study that discusses the relationship between job satisfaction and performance. He found that there is a positive relation which contradicts past researchers. Organ stated that researchers view to job performance is too narrow. Organ widened this view by adding OCB. Literature shows a lot of debates about the vagueness of OCB and contextual behavior. Researchers make criticism as they view that some dimensions of OCB needed and rewarded in certain profession. Accordingly, organ redefined the concept again [47].

#### 3.3. Dimensions of Organization Citizenship Behavior

Various dimensions of OCB are discovered by researchers. Organ 1998 developed five dimensions to this construct which are Courtesy, sportsmanship, civic virtue, altruism and finally conscientiousness [41,48]. Civic virtue refers to sharing in the politics of the organization. Conscientiousness refers to exceed job requirements and go beyond it. Courtesy refers to deal with other appropriately and actively such as transferring accurate information and prevent problems to ensure the time is used effectively. Altruism means provide help to others when needed in their tasks or problems that faced in the job. Sportsmanship refers to restraining complains and tension toward the job [49]. Garham 1989 gave other model to this construct by purposing four dimensions which are loyal boosterism, individual initiative, interpersonal helping, and personal industry. Organ five dimensions received criticism as these dimensions are overlapped. Accordingly, organization citizenship is categorized into OCBI and OCBO. William and Anderson 1991

categorized organ dimensions into these two dimensions. OCB-O includes civic virtue, consciousness and sportsmanship while OCB-I includes courtesy and altruism [50].

### 3.3.1. Social Exchange Theory

Researchers stated that satisfied individuals reciprocate this feel of satisfaction by doing extra efforts and go beyond what are required from them [50]. Organ 1998 described OCB as a voluntary behavior that are exerted by individuals and not rewarded but affect the whole function and performance of the organization. OCB roots are located in social exchange theory. The theory is developed based on the idea of give and take. It considers perception importance in the relation. If individuals perceived that risks are more than gains the relation will be quickly terminated [51]. It is sophisticated as the relation obligation are not specified or formally described but it left to parties' discretion. Obligation could be materialistic or not. The cycle begins when one gives benefit and reciprocated by recipient and the circle repeat itself. Similar in the organization when employees receive positive actions from the organization the cycle of beneficial exchanges starts to increased [52].

### 3.4. Outcomes of Organization Citizenship Behavior

Katz (1964) state that organization faces unexpected event and changes. Moreover, it is sophisticated to estimate employee's variations in doing their jobs. Accordingly, organization will face difficulty if it creates specific behavior to be followed by its employees. Allen and Rush (1998) found that organization survival and effectiveness will be incurred when employees exerting extra efforts and go beyond their roles. These show the importance of this behavior to ensure the achievement of the organizational goals and its effectiveness. Researchers found that OCB affect quantity, satisfaction, quality, customers, sales and organizations profit [53]. Katz and Kohn 1938 highlighted the importance of these behavior in the organizations as it is directly affects organization effectiveness. Organ also approved this relation. Karambya in 1990 found that employees who are involved in high performance team will be more satisfied that lead them to exert OCBs rather than others [54]. Other researchers found that OCB affect employees' effectiveness, organization performance, productivity level of managers and employees, usage of organization resources, teamwork, attraction and retention of talents [42,55]. Researchers give more justification to what mentioned before. Organization who have OCB behavior employees will be more collaborative they provide help to other less equipped and less experienced employees and try to help them in their problems to enhance their performance level which increase the performance level in the whole organization due to the increase of the best practices. It also helps managers as the subordinated who have OCB have sportsmanship behavior which help them to restrict complains toward their jobs which help managers to focus on strategic decisions rather solving problems. Moreover conscious individuals are responsible they do not need direct supervision which makes managers easily

delegate tasks to them [55]. Researchers studied this construct with emotional intelligence, job commitment, satisfaction, leadership and counterproductive behavior [56,57].

## 4. Emotional Intelligence and Organization Citizenship Behavior

Literature shows that this topic falls under the category of the most debatable topics. Paper perspectives in tackling this topic differs this happened due to the varieties of the models that created for both constructs. Some papers study the relation using overall emotional intelligence or OCB. Others tackle this topic in depth by studying it as a construct. As a result, researchers recommend more research in this area.

A Meta analytic study discusses the relation between leader EI and OCB and task performance of the individuals within the organization masculinity, power distance, individualism, long term orientation indulgence and finally uncertainty avoidance. The paper recognizes that most of the studies done are tackling the relation between EI and job satisfaction using other moderators such SPA, job resources and performance. However, this relation is not studied before. This paper found that a positive relation exists between emotional intelligence of leaders and followers OCB. Managers that have empathy encourage the prosocial behavior. Moreover, in feminine cultures the relationship become stronger as they care about their colleges rather tasks itself. Researchers also found that relation will be stronger in power distance culture in OCB however it is not supported for task performance. In addition, the paper found that collectivistic culture affects the relation and make it stronger in OCB but task performance is partially affected. The relation also will be stronger in high uncertainty avoidance cultures while long term oriented and restraint culture affect only the relation toward OCB not task performance [58].

Moving to researchers that studied dimension of emotion intelligence to overall OCB; one of these studies studied emotional intelligence in relation to OCB and counter behaviors using 319 employees in Korean hotel. The study found approves the positive relation between both variables which are emotional intelligence and OCB. However, it is found that the negative relationship exists between emotional intelligence and counterproductive behavior. Moreover, the paper examined the relation between emotional intelligence dimensions which are (OEA, SEA, UOE, and ROE) and OCB. Researchers found that UOE is the highest one in its significance toward OCB. Tenure used as a moderator between variables under the study. Accordingly, Use of emotions have stronger impact on OCB in FOH more than BOH. [39]. However, other researchers developed a study that investigates the relation between emotional intelligence dimensions and OCB on 293 participants working in banking sector in Malaysia. The study approved the positive relation as the prior study except SEA. This due to SEA has no significant relation with OCB [30].

Moving to researchers that investigate overall emotional intelligence relationship with OCB dimensions

in different industries using different models and different sample sizes. One of this studies done in Iran on 122 participants in medical science university; the study approved the positive relation between EI and consciousness, civic virtue, courtesy, altruism and sportsmanship [3]. Other researchers modified OCB model to fit the culture that are under the study. Researchers mix between organ five dimensions and Farah model. This study is done on high school teacher in Iran using and the sample assize is 202 individuals. The study confirmed the relationship as the last study and approved the relation with added two dimensions which are (personal mutual coordination and organization protection [10]. This topic also investigated but between leader emotional intelligence and followers' OCB dimensions on 114 mangers working in different industries in Istanbul. The study approved the relationship as the prior studies. However the study found that the relation is low for civic virtue [59].

Others Researchers focuses on studying the relation using dimensions of EI and OCB. One of the papers followed this perspective used organization commitment as moderators between dimensions of EI which are "self-awareness, management, social awareness and relationship management" and dimensions of OCB which are humanities, citizenship, commitment and finally sportsmanship on 324 individuals in Tehran transportation companies. The study confirmed the relation between all dimensions. It is also approved that there is a positive relation between EI and OCB using Job commitment [56]. Other study developed on Iranian medical school on 150 nurses. Researchers found that emotional intelligence are positively correlated with courtesy, consciousness and altruism, negatively correlated with sportsmanship and finally no relation found with civic virtue. Moreover, positive relation found between overall OCB and dimensions of EI which are social awareness, self-management and awareness and relationship [60]. Moreover, a research done on 137 nurses in United States in 150 hospitals found that EI dimensions are positively correlated with organ 4 dimensions expect sportsmanship. Researchers in this study examine the relation between EI and OCB as constructs. Researchers found that perceiving and managing emotions affect consciousness while emotion management and facilitation affect civic virtue [61]. Finally, one of the studies have done on 344 white collars, approved that the four dimensions of EI are positively correlated with OCB two dimensions which are OCBI and OCBO. The paper used demographics to determine its effect on emotional intelligence and OCB separately and to know whether it affect the relationship between both constructs [9].

## 5. Research Hypothesis

As shown previously Organization citizenship behavior is affected by emotional intelligence. Some researchers state that when employees know how to use and manage their emotions and others this will increase the level of citizenship behavior either for individuals or organizations [58]. Some hypothesized that there is positive relation between dimensions of EI and OCB. Others hypothesized

that there is a positive relation between overall EI and OCB dimensions. Moreover, other studies hypothesized that the relation affected by demographic factors. Accordingly, this paper hypothesizes the following:

H1: There is a positive relation between emotional intelligence and organization citizenship behavior.

H2: Emotional intelligence dimensions have positive impact on organization citizenship directed organization.

H3: Emotional intelligence dimensions have positive impact on organization citizenship directed individuals.

## 6. Proposed Research Model

This study investigates the relationship between Emotional intelligence dimensions and OCB dimensions. Independent Variable is emotional intelligence. Dependent Variable is organization citizenship behavior.

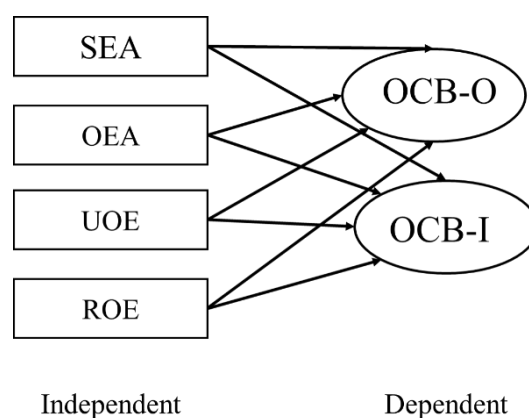


Figure 1. The research purposed theoretical model (own design)

## 7. Research Methodology

### 7.1. Population and Sampling

**Population:** Employees are taken from different departments in different ages, genders and grades in two organizations in investment organizations in petroleum sector in Egypt.

**Sample:** This research used simple random sampling to collect data from the target sample size [62]. To determine the sample size, this paper used Uma Sekaran method for getting representable sample size. Uma Sekaran (2003) stated that when population equal to 30,000 with 95% confidence level and sample error (+/- 5%) then sample (S) 379 will give accurate results and represent the population [63].

### 7.2. Method

**Theoretical study:** This paper analyzed and comprehend relevant previous researches such as academic journal papers, books, journals and theses for collecting secondary data that are related to the scope of the study.

**Field study:** This paper was done in companies in investment petroleum companies in Egypt. The author distributes questionnaires as it is one of the quantitative methods that are user friendly. Employees respond freely

and easily. It helps in assessing the objectives and hypotheses developed in the research [63].

### 7.3. Materials

Data collection that is used in this paper is primary. Primary data gathered by utilizing questionnaires as the main technique for attaining employees' responses information in the literature review [64]. This questionnaire was written using Google Forms to be distributed online on employees working in companies in petroleum companies in Egypt. The study used questionnaires which are one of the quantitative methods to easily and accurately collect information. Moreover, questionnaires are familiar method and participant can easily answer the questions and deal with it.

Organization citizenship behavior measured using Anderson and William (1991). William and Anderson developed 14 statements which are divided into two sections. First section includes seven questions that focused on measuring OCBI. Second section includes seven questions that focused on measuring OCBO. Scale type is five Likert scale. one indicates totally disagree till five indicates totally agree [50,65]. Emotional intelligence was assessed using Wong and Law (2002). Each dimension has four questions. The four dimensions are Self-Emotion Appraisal, Others Emotions Appraisals, Regulation of Emotions and Using of Emotions. The type of the scale is five Likert scale started from one translated in totally disagree till five translated into totally agree [34,66].

## 7.4. Variables & Dimensions

### 7.4.1. Independent

The independent construct of this study is emotional intelligence that includes the following dimensions:

- Use of Emotions
- Self-Emotion Appraisal
- Others -Emotion Appraisal
- Regulation of Emotions

### 7.4.2. Dependent

The dependent construct of this paper is Organization citizenship behavior that includes the following dimensions:

- Organization citizenship behavior directed to Individuals
- Organization citizenship behavior directed to organization

## 8. Statistics and Results

### 8.1. Sample

The target sample was 379; the self-administered online questionnaire was distributed through Google form link. The valid returned questionnaires were 286 with a response rate 74%. The following table shows the sample characteristics.

**Table 1. Sample characteristics**

Descriptive			Descriptive		
Gender	Male	138 %	Managerial Status	Managerial	40.2 %
	Female	121 %		Non-managerial	59.8 %
Age	20-30 years	38.6 %	Years of experience	Less than 5 years	27.4 %
	31-41 years	34.7 %		5-9 years	15.8 %
	42-52 years	24.3 %		10-14 years	16.2 %
	53 and above	2.3 %		15-19 years	18.5 %
				20-24 years	14.7 %
				more than 20 years	7.3 %
Education	Middle School	2.3 %			
	Graduate	55.6 %			
	Post-Gradate	42.1 %			

The sample characteristics are considered representable for the target population.

### 8.2. Measures Validity and Reliability

For measures validity, the questionnaire was sent to a panel of 10 experts to test the questionnaire in terms of clarity, wordings, and content. The experts approved the structure and the content without change [63].

To test the reliability of the used measure Cronbach's Alpha was used for each variable and dimension.

**Table 2. Reliability test for research measures**

	SEA	OEA	UOE	ROE	EI	OCBO	OCBI	OCB
N of Items	4	4	4	4	16	7	7	6
Cronbach's Alpha	.793	.776	.864	.868	.887	.706	.787	.780

As seen in Table 1 all measures and sub-measures have acceptable reliability ( $\geq .700$ ). Accordingly, measures can be used with confidence. Before, testing the variables correlation test was conducted to examine the existence of relations between variables.

As can be seen in the Table 3, correlations revealed significant correlation between research variables which imply the existing of relationship between variables.



**Table 3. Correlations between Variables**

Variables	Correlations							
	EI	SEA	OEA	UOE	ROE	OCBO	OCBI	OCB
EI	1							
SEA	.793**	1						
OEA	.673**	.438**	1					
UOE	.757**	.510**	.349**	1				
ROE	.772**	.482**	.340**	.389**	1			
OCBO	.256**	.287**	.135*	.264**	.098	1		
OCBI	.499**	.376**	.462**	.318**	.362**	.121	1	
OCB	.505**	.443**	.400**	.389**	.307**	.746**	.751**	1
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

### 8.3. Testing Hypotheses

To test research hypotheses series of stepwise regression analysis were conducted to test the effect of emotional intelligence dimensions on citizenship behaviors with its two dimensions.

To test H1: Emotional Intelligence has positive effect on citizenship behaviors, a stepwise regression model was developed where the four dimensions of emotional intelligence were entered to the model to test their ability to predict changes in OCB directed to organizations.

**Table 4. Regression model for OCB**

Regression Model Summary for OCB						
Model	Variables Entered	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	SEA	.443 <sup>a</sup>	.196	.193	5.747	
2	OEA	.498 <sup>b</sup>	.248	.243	5.567	
3	UOE	.522 <sup>c</sup>	.272	.264	5.489	
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2070.940	1	2070.940	62.705	.000 <sup>b</sup>
	Residual	8487.809	257	33.026		
	Total	10558.749	258			
2	Regression	2623.588	2	1311.794	42.320	.000 <sup>c</sup>
	Residual	7935.161	256	30.997		
	Total	10558.749	258			
3	Regression	2877.029	3	959.010	31.835	.000 <sup>d</sup>
	Residual	7681.720	255	30.124		
	Total	10558.749	258			
Coefficients (Dependent Variable: OCB)						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.927	2.123		18.333	.000
	SEA	1.018	.129	.443	7.919	.000
2	(Constant)	33.093	2.478		13.355	.000
	SEA	.761	.139	.331	5.496	.000
	OEA	.609	.144	.255	4.222	.000
3	(Constant)	31.518	2.503		12.594	.000
	SEA	.576	.151	.251	3.820	.000
	OEA	.541	.144	.226	3.757	.000
	UOE	.355	.122	.183	2.901	.004
a. Dependent Variable: OCB						
b. Predictors in the Model: (Constant), SEA						
c. Predictors in the Model: (Constant), SEA, OEA						
d. Predictors in the Model: (Constant), SEA, OEA, UOE						

Table 4 shows that SEA, OEA and UOE can predict changes in OCB, where SEA has the strongest power then OEA and UOE (B= .576 / .541 / .355 sequentially).

### Regression Model Summary for Dependent Variable: OCBO

**H2:** Emotional Intelligence has positive effect on citizenship behaviors directed to Organizations. The results show that only SEA and UOE has ability to predict changes in OCBO. As shown in the above tables, SEA when entered can predict 31% ( $B = .314$  / Beta .206) of the change of the change in OCBO, where UOE 21% ( $B = .206$  / Beta .159) of the change in OCBO.

Regression Model Summary for Dependent Variable: OCBI

Regression Model Summary for Dependent Variable: OCBI						
Model	Variables Entered	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	OEA	.462 <sup>a</sup>	.213	.210	3.813	
2	ROE	.511 <sup>b</sup>	.261	.255	3.704	
3	SEA	.524 <sup>c</sup>	.274	.266	3.677	
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1013.987	1	1013.987	69.731	.000 <sup>b</sup>
	Residual	3737.117	257	14.541		
	Total	4751.104	258			
2	Regression	1239.243	2	619.622	45.168	.000 <sup>c</sup>
	Residual	3511.861	256	13.718		
	Total	4751.104	258			
3	Regression	1303.750	3	434.583	32.146	.000 <sup>d</sup>
	Residual	3447.354	255	13.519		
	Total	4751.104	258			
Coefficients (Dependent Variable: OCBI)						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.141	1.479		11.594	.000
	OEA	.742	.089	.462	8.351	.000
2	(Constant)	15.376	1.501		10.246	.000
	OEA	.615	.092	.383	6.711	.000
	ROE	.270	.067	.231	4.052	.000
3	(Constant)	13.871	1.641		8.451	.000
	OEA	.545	.097	.340	5.645	.000
	ROE	.208	.072	.178	2.893	.004
	SEA	.217	.100	.141	2.184	.030
a. Dependent Variable: OCBI						
b. Predictors in the Model: (Constant), OEA						
c. Predictors in the Model: (Constant), OEA, ROE						
d. Predictors in the Model: (Constant), OEA, ROE, SEA						

Table 6 shows the regression models to test the third hypotheses

**H3:** Emotional Intelligence has positive effect on citizenship behavior directed to individuals. According to Table 6 OEA, SEA and ROE can predict changes in OCBI with OEA having the strongest power to predict changes in OCBI ( $B = .545$  / Beta .340)

## 9. Discussion

This section will discuss and support the previously mentioned in the literature review. As previously shown in the statistics, it was approved that all dimensions of emotional intelligence have significant correlation with dimensions of OCB. This indicates that the relationship exists between both. This result is confirmed by previous researchers. Researchers found that emotional intelligence has significant relation with the five dimensions of OCB [3,59]. As mentioned before OCB five dimensions are classified into two areas which are OCBI that includes courtesy and altruism and OCBO that includes consciousness, civic virtue and sportsmanship [50]. Sportsmanship dimension is debatable [60] found that sportsmanship has no relation with emotional intelligence. He found that emotional intelligence initiates energy and motivation rather than restricting emotions. [60] contradicted the previous findings as researchers found that emotional intelligence has relationship with sportsmanship but negative. [67] approved that there is significant relation between all dimensions of emotional intelligence and OCB. Regarding hypothesis one that emotional intelligence four dimensions have impact on OCB. The results show that only three dimensions which are UOE, SEA, OEA predict OCB changes. Moreover it is found that the SEA is more stronger following OEA than UOE in predicting change in OCB. [68] found that UOE and SEA have significant effect on OCB. However it is found that UOE is the strongest which contradicts the results of this research. The study uses tenure as a moderator between the relationship. It is found that the use of emotions have stronger effect on OCB in FOH rather than BOH. FOH deals more with customers and makes a lot of emotional exchanges while BOH deals with other departments in the hotel. Accordingly, FOH employees should effectively and intelligently use emotion information to provide best outcomes than BOH. This could justify that the importance of the dimensions and its impact on OCB behaviour could be affected based on the professions. Referring to the organizations under the study, employees enter projects from different departments. They also enter projects with other organizations. Accordingly, this requires employees to have a great understanding of themselves and to effectively and clearly express their emotions as employees do not have enough background about each others. Moreover, due to the excessive changes of emotions between employees that have limited backgrounds about each others, uncertainties faced during projects because nature of the petroleum sector and unpredictable changes, employees need effectively understand each others to be able to exert more efforts and help each other to effectively and successfully finish projects and enter future together. Regarding the second

hypothesized emotional intelligence has impact on citizenship behaviour directed to organization. It is found that only SEA and UOE affect OCBO. [9] found the same result however he found also that ROE affect OCBO. The understanding of Employees to themselves and their emotions effectively and using these emotions in constructive performance will affect OCBO. As mentioned before due to the different backgrounds of the individuals working under the same project, this requires employees to clearly understand and express their own emotion and use it in constructive way which make them more capable in exerting extra efforts directed such as restrict complaining about the job and following organization rules and regulation and have sense of responsibility towards organization. [50] stated that Civic virtue, sportsmanship and consciousness affect whole organization and fall under the Category of OCBO. Referring to the third hypothesis, the results found that OEA, SEA and ROE have impact on OCBI. [9] employees understand themselves and other and know how to regulate themselves during difficulties and uncertainty this will make them more capable in exerting more efforts directed to individuals. This behaviour could include providing clear information and not involving in any conflicts, help others when problems raised in the project. According to social exchange theory reciprocal behaviour is a cycle that starts by someone give a benefit and receiver will reciprocate this will develop an beneficial exchanges and make the relation between individuals and organization more reinforced [52].

## 10. Limitations and Future Work

Researchers should consider other types of the organizations fall under this sector as this study only focused on the companies in petroleum companies in Egypt that fall under the category of investment companies. Accordingly, future research should focus on private or public petroleum organizations under this sector. Moreover, as shown that job position affects the relation between both variables. Accordingly, future studies could use it as moderator to this relation as it has impact on the results.

## 11. Recommendations

Petroleum organizations' yardstick should be changed. They should recognize the importance of OCB behavior and emotional intelligence. As this sector is sensitive and affected by any crisis and uncertainties that finally affect employees. This increased the need of having employees who can deal with uncertainties effectively. Moreover, Individuals who have self-awareness and recognize others' needs and know how to effectively control and direct emotions towards constructive performance rather than engaging in deviant behavior due to the high level of stress faced. Egyptian minister stated that the future will be for the individuals who have soft skills rather than hard one. He mentioned the importance of emotional intelligence and how it ensures success of the individuals and workplace. Referring to the nature of this sector and

the mutual cooperation that always done between companies in certain projects. Accordingly, this will require emotionally intelligent employees who can deal and manage effectively with others and responsible employees who go beyond their jobs, give help when needed and not restrict themselves only on the stated duties. It also requires employees who have the sense of responsibility towards their organization and effectively direct emotions to constructive behavior at stressful situations. As previously mention that by 2025, about 75% of the workplace will be millennial that focuses more in gaining and positions rather than building effective relations with others and organization. As organizations should always develop continuous training on emotional intelligence as it is predictor of OCB to ensure its stability, productivity and effective performance. Moreover, this ensures that it has employees who help each other and self-managed which give managers the time to focus on strategic decisions rather than focusing on solving problems and closely monitor subordinates. Finally, it will enhance SPA of employees that affect the job satisfaction and finally is reflected on job performance.

## 12. Conclusion

Being smart in emotional aspects are highly required for organization. Emotions have effect on individuals and organizations, it controls most of the decision taken. Accordingly, individuals should be aware with their emotions and others too and can easily manage these emotions toward constructive activities. Emotional intelligence is considered from the most important factors that affect individual and organizations performance. It enforces commitment as well as extra role behavior and decrease counterproductive behaviors. Emotionally intelligent individuals are more capable in helping their colleges, feeling as active member in the organization, dealing with problems effectively and restraining negative attitude towards the job. Organization performance and success will be ensured when its own Emotional intelligent employees who easily maintain their SPA that finally affects satisfaction level and this reflected on the performance positively and ensues that reciprocate behavior are always exists between its members.

## List of Abbreviations

EI: Emotional intelligence  
 UOE: Use Of Emotions  
 SEA: Self-Emotion Appraisal  
 OEA: Others -Emotion Appraisal  
 ROE: Regulation of Emotions  
 OCB: Organization citizenship behavior  
 OCB-I: Organization citizenship behavior directed to Individuals  
 OCB-O: Organization citizenship behavior directed to organization  
 IQ: Intelligence Quotient  
 FOH: front of house  
 BOH: back of house  
 SNA: State negative affect

SPA: State positive affect

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