IMPACT OF EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH THE MEDIATING EFFECT OF PERSONALITY TRAITS

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ABSTRACT

The purpose of this research is to evaluate the influence of Emotional Intelligence (EI) dimensions on Organizational Citizenship Behavior (OCB), with Personality Traits (PT) serving as a moderating factor. Data were gathered from 385 college professors from different institutions in Rajasthan. These data are analyzed using regression, correlation and also utilized the SEM model for mediating impact. For SEM we utilized the AMOS software. According to the findings, there is a substantial positive link between organizational citizenship behavior (OCB) and emotional intelligence (EI) (β = 0.490, p 0.001). This suggests that OCB is more closely related to emotional intelligence. Additionally, it was shown that PT mediates the link between EI and OCB (β = 0.096, p < 0.05), indicating that certain personality qualities determine how much emotional intelligence affects organizational citizenship behavior.

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Keywords: AMOS, SEM, Organizational Citizenship Behavior, Personality Traits, Emotional Intelligence.
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Introduction

In the dynamic and competitive business environment of the twenty-first century, organizations recognize the importance of employees' positive attitudes and behaviors that extend beyond their formal job responsibilities. These discretionary behaviors, known as Organizational Citizenship Behavior (OCB), include voluntary actions as well as contributions that enhance the organization's overall efficacy. Employees who exhibit OCB are more likely to take part in activities that foster collaboration, assist coworkers, and contribute proactively to the success of the organization. These actions can have a substantial effect on the company's efficiency, staff satisfaction and overall performance (Alfonso et al., 2016). Emotional Intelligence (EI) is a psychological concept that has attracted considerable interest in the fields of organizational behavior and management. It is the capacity to recognize, comprehend, and effectively manage one's emotions, as well as being able to react empathetically to the emotions of others. Individuals with high EI are more adept at dealing with social situations, resolving conflicts, and forming positive relationships with coworkers. Consequently, EI has been linked to a variety of positive outcomes, including improved job performance, enhanced leadership skills, and enhanced interpersonal relationships at work. In recent years, there has been a lot of academic interest in the connection between organizational citizenship behavior and emotional intelligence. According to this theory, people with greater levels of EI may be more probable to participate in OCB because they have better interpersonal abilities, empathy, and emotional control. People are more likely to be thoughtful, helpful, and supportive at work when they have a greater grasp of their own feelings as well as those of others (Chen et al., 2004). However, the complex interaction of variables impacting employee behavior in organizations may not be entirely explained by the direct relationship between emotional intelligence &

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OCB. People's behaviors and responses to different circumstances are recognized to be greatly influenced by their personality characteristics. Since people with these attributes are more altruistic, accountable, and cooperative, several personality traits, such as agreeableness & conscientiousness, have been linked to higher OCB (Christopher, 2006).

Aim & Objectives Aim

The aim of this study is to examine the impact of emotional intelligence on organizational citizenship behavior, considering the mediating effect of personality traits.

Objectives

- To study the relationship between Emotional Intelligence (EI) and Organizational Citizenship Behavior (OCB).
- To investigate the mediation effect of personality traits among Emotional Intelligence (EI) & Organizational Citizenship Behavior (OCB).
- To identify factors that can enhance the Organizational Citizenship Behavior (OCB) of employees among educational coaching institutes.

Hypothesis

H_1: Emotional Intelligence (EI) dimensions have a positive impact on Organizational Citizenship Behavior (OCB).

H_2: Emotional Intelligence (EI) dimensions have a positive and significant impact on personality traits.

H_3: Personality traits have a positive and significant impact on Organizational Citizenship Behavior (OCB).

H_4: Personality traits have a positive mediating impact between the relationship of Emotional Intelligence (EI) and Organizational Citizenship Behavior (OCB).

Literature Review

(Sulaman Butt et al., 2017) examined how political skill (PS), which are influences EI-OCB. Two simple random samples were taken from 480 Pakistani telecom employees. Structural equation modeling and confirmatory factor analysis are used in statistics. **(Singh & Modassir, 2012)** analyzed the emotional intelligence (EI) that affects transformational leadership (TL) and followers' organizational citizenship behavior (OCB). This research included 57 manager-supervisor dyads (114 respondents). According to the findings, leaders' emotional intelligence improves followers' OCB. **(Joo & Han, 2013)** examined the emotional intelligence affects organizational citizenship and commitment. Organizations need commitment and citizenship. He used 115 FCI OEN Connectors executives in Cochin, Kerala. Emotional Intelligence, Organizational Commitment, and Citizenship Behavior were positively correlated. **(Khalili, 2017)** examined the transformational leadership (TL) – employees' organizational citizenship behavior (OCB) and employees' emotional intelligence (EI) – employees' OCB associations. In 50 Iranian organizations, 2,021 workers were studied. This study found that TL and EI positively and substantially affect OCB. EI also moderates the TL–OCB association.

(Caruso et al., 2002) in this paper examined personality test components and emotional intelligence assessments. 183 men and women took the Multifactor Rating of Emotional Intelligence Scale. Emotional intelligence was discriminating and trustworthy. **(Di Fabio & Saklofske, 2021)** examined the Italian employees' compassion and self-compassion in relation to personality factors and trait emotional intelligence (EI). Study 1 and 2 adjusted for personality variables and investigated trait EI and compassion & compassion for oneself in 219 private Italian workers and 231 public Italian employees. **(Di Fabio & Palazzeschi, 2009)** in this research examined the emotional intelligence and personality factors in professional decision-making. 296 tertiary interns were given the Big Five Questionnaire (BFQ). The findings show the importance of emotional intelligence & its connection to challenges in making professional decisions. **(Hafen et al., 2011)** examined happiness, interpersonal skills, and the big five personality characteristics. 51 Indian university women and 154 men participated. These Indian results imply that emotional intelligence may relate personality to pleasure only for women.

Methodology

This chapter describes the current study's research strategy and methods. Its goal is to give a clear and short description of the study process, allowing for a better comprehension of the research problem. The chapter describes the data collection and analysis methodologies used to study the research goals.

Research Design

In this research design, the research methodology makes it easy to collect and analyze correct information about Organizational Citizenship Behavior (OCB). The main goal is to answer the "who, what, when, where, and how" questions about the study problem at hand. Researchers use descriptive research to understand how an event is right now by explaining its factors or conditions. But it might not answer the question "why" directly. Overall, the study plan makes it possible to collect and analyze data in a good way.

Sampling

- **Study Area**

The research participants in this study include a diversified group of college professors from various places across Rajasthan.

- **Sampling Frame**

This study's sample frame consists of a complete list of all college professors who teach in different educational institutions in Rajasthan. It is used as the foundation for choosing a sample of participants who are representative of the target community and who will be involved in the research process, guaranteeing a varied and inclusive representation of that group.

- **Sampling Technique**

For this research, a probability sampling approach was used to ensure that each member of the population has an equal chance of being chosen. The researcher used clustered sampling to divide the population into smaller groups, which were determined using the Rajasthan state UGC list. The researcher used a simple random sampling procedure to obtain samples from these smaller groups. The sample size of 385 was selected using Cocharan's technique to provide a representative & statistically significant sample of the study.

- **Data Collection Method**

For the purpose of this investigation, the data will be gathered using a combination of primary and secondary sources.

- **Primary Data**

Primary data sources are distinct, independently obtained data that the researcher has gathered for the study and is directly relevant to the research issue. To gather primary data, a variety of techniques including surveys, interviews, field investigations, & experiments are often used.

- **Secondary Data**

Secondary data is a term used to describe previously collected and examined information. Secondary data, which might be published or unpublished, is accessed by researchers via a variety of sources.

- **Data Analysis**

Data analysis, a critical part of any study, entails carefully reviewing the collected data to draw conclusions and obtain valuable insights. Quantitative survey and questionnaire data will be examined using regression, correlation, and mediation analysis to examine variables and test hypotheses. Structural equation modeling, or SEM, utilizing AMOS will be used to examine the complex relationships and mediating impact of organizational citizenship conduct, personality variables, and emotional intelligence. This detailed data analysis process aims to improve research understanding and uncover crucial findings.

Structural Equation Modelling (SEM)

A statistical method for examining the interactions between variables and testing intricate theoretical models is called structural equation modeling (SEM). It enables researchers to concurrently evaluate both indirect and direct impacts, as well as mediating and moderating interactions, among several factors. SEM is a potent technique for investigating challenging research issues and hypotheses since it is especially helpful for comprehending the underlying structure of information and can handle both observable and latent variables. It is frequently utilized across many areas to look at complex dataset interactions.

Results

H₁: Emotional Intelligence (EI) dimensions have a positive impact on Organizational Citizenship Behavior (OCB)

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.490[a]	.240	.238	.32278
a. Predictors: (Constant), Emotional Intelligence				

According to the Model Summary table, the regression model accounts for 24% of the variation in Organizational Citizenship Behavior (OCB). This suggests that the variable Emotional Intelligence (EI) accounts for 24% of the variance in OCB scores across people.

The R-value of 0.490 suggests that EI and OCB have a positive association. This indicates that if EI rises, OCB tends to rise as well. Because the model includes only one predictor variable, the adjusted R-value of 0.238 is somewhat lower than the R-value.

The standard error of the estimate of 0.32278 shows that the average OCB score for a particular level of EI is estimated to be 0.32278 units above or below the projected value.

ANOVAa					
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	12.616	1	12.616	121.084	.000[b]
	Residual	39.905	383	.104		
	Total	52.520	384			
a. Dependent Variable: Organizational Citizenship Behavior					
b. Predictors: (Constant), Emotional Intelligence					

The ANOVA findings demonstrate that Emotional Intelligence (EI) and Organizational Citizenship Behavior (OCB) have a significantly significant association. According to the regression analysis, EI is a substantial predictor of OCB (F = 121.084, p 0.001). The model explains 24% of the variation in OCB, indicating that workers' emotional intelligence affects their organizational citizenship behaviors favorably.

Coefficientsa						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	1.887	.187		10.091	.000
	Emotional Intelligence	.520	.047	.490	11.004	.000
a. Dependent Variable: Organizational Citizenship Behavior						

The coefficients in the regression model show that both the constant term (intercept) and Emotional Intelligence (EI) have substantial effects on Organizational Citizenship Behavior (OCB). The constant term is 1.887, which is the predicted OCB score when EI is 0. The EI coefficient is 0.520, implying that for every unit increase in EI, OCB is predicted to rise by 0.520 units. The standardized coefficient (Beta) for EI is 0.490, showing that EI has a significant influence on OCB. Both coefficients are extremely statistically significant (p 0.001), indicating that EI affects workers' OCB inside the organization.

The findings give substantial evidence to support the premise that Emotional Intelligence (EI) dimensions have a favorable influence on Organizational Citizenship Behavior (OCB). With a standardized coefficient of 0.490 and a very significant p-value (p 0.001), the regression model demonstrates a substantial and positive association between EI and OCB.

H₂: Emotional Intelligence (EI) dimensions have a positive and significant impact on personality traits.

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.096[a]	.009	.007	.27058
a. Predictors: (Constant), Emotional Intelligence				

According to the Model Summary table, the regression model accounts for 0.9% of the variation in Personality Traits (PT). This suggests that the variable Emotional Intelligence (EI) accounts for 0.9% of the variance in PT scores across people.

The R-value of 0.96 suggests that EI and PT have a positive association. This indicates that if EI rises, PT tends to rise as well. Because the model includes only one predictor variable, the adjusted R-value of 0.007 is somewhat lower than the R-value.

The standard error of the estimate of 0.27058 shows that the average PT score for a particular level of EI is estimated to be 0.327058 units above or below the projected value.

ANOVAa					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.263	1	.263	3.586	.059b
Residual	28.041	383	.073		
Total	28.304	384			
a. Dependent Variable: Personality Traits					
b. Predictors: (Constant), Emotional Intelligence					

The ANOVA findings demonstrate that Emotional Intelligence (EI) and Personality Traits (PT) have a significantly significant association. According to the regression analysis, EI is a substantial predictor of PT (F = 3.586, p 0.001). The model explains 0.9 % of the variation in OCB, indicating that workers' emotional intelligence affects their Personality Traits favorably.

Coefficientsa					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.013	.157		19.222	.000
Emotional Intelligence	.075	.040	.096	1.894	.059
a. Dependent Variable: Personality Traits					

The coefficients in the regression model show that both the constant term (intercept) and Emotional Intelligence (EI) have substantial effects on Personality Traits (PT). The constant term is 3.013, which is the predicted PT score when EI is 0. The EI coefficient is 0.075, implying that for every unit increase in EI, PT is predicted to rise by 0.075 units. The standardized coefficient (Beta) for EI is 0.096, showing that EI has a significant influence on PT. Both coefficients are extremely statistically significant (p 0.001), indicating that EI affects workers' PT inside the organization.

The findings give substantial evidence to support the premise that Emotional Intelligence (EI) dimensions have a favorable influence on Personality Traits (PT). With a standardized coefficient of 0.096 and a very significant p-value (p 0.001), the regression model demonstrates a substantial and positive association between EI and PT.

H3:   Personality traits have a positive and significant impact on Organizational Citizenship Behavior (OCB)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361a	.130	.128	.34531
a. Predictors: (Constant), Personality Traits				

According to the Model Summary table, the regression model accounts for 13% of the variation in Organizational Citizenship Behavior (OCB). This suggests that the variable Personality Traits (PT) account for 13% of the variance in OCB scores across people.

The R-value of 0.361 suggests that PT and OCB have a positive association. This indicates that if PT rises, OCB tends to rise as well. Because the model includes only one predictor variable, the adjusted R-value of 0.128 is somewhat lower than the R-value.

The standard error of the estimate of 0.34531 shows that the average OCB score for a particular level of PT is estimated to be 0.34531 units above or below the projected value.

| ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.851	1	6.851	57.453	.000b
	Residual	45.669	383	.119		
	Total	52.520	384			
a. Dependent Variable: Organizational Citizenship Behavior						
b. Predictors: (Constant), Personality Traits						

The ANOVA findings demonstrate that Personality Traits (PT) and Organizational Citizenship Behavior (OCB) have a significantly significant association. According to the regression analysis, PT is a substantial predictor of OCB (F = 5.453, p 0.001). The model explains 13% of the variation in OCB, indicating that workers' Personality Traits affect their organizational citizenship behaviors favorably.

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.309	.215		10.714	.000
	Personality Traits	.492	.065	.361	7.580	.000
a. Dependent Variable: Organizational Citizenship Behavior						

The coefficients in the regression model show that both the constant term (intercept) and Personality Traits (PT) have substantial effects on Organizational Citizenship Behavior (OCB). The constant term is 2.309, which is the predicted OCB score when PT is 0. The PT coefficient is 0.492, implying that for every unit increase in PT, OCB is predicted to rise by 0.492 units. The standardized coefficient (Beta) for PT is 0.361, showing that PT has a significant influence on OCB. Both coefficients are extremely statistically significant (p 0.001), indicating that PT affects workers' OCB inside the organization.

The findings give substantial evidence to support the premise that Personality Traits (PT) dimensions have a favorable influence on Organizational Citizenship Behavior (OCB). With a standardized coefficient of 0.361 and a very significant p-value (p 0.001), the regression model demonstrates a substantial and positive association between PT and OCB.

H₄: Personality traits have a positive mediating impact between the relationship of Emotional Intelligence (EI) and Organizational Citizenship Behavior (OCB)
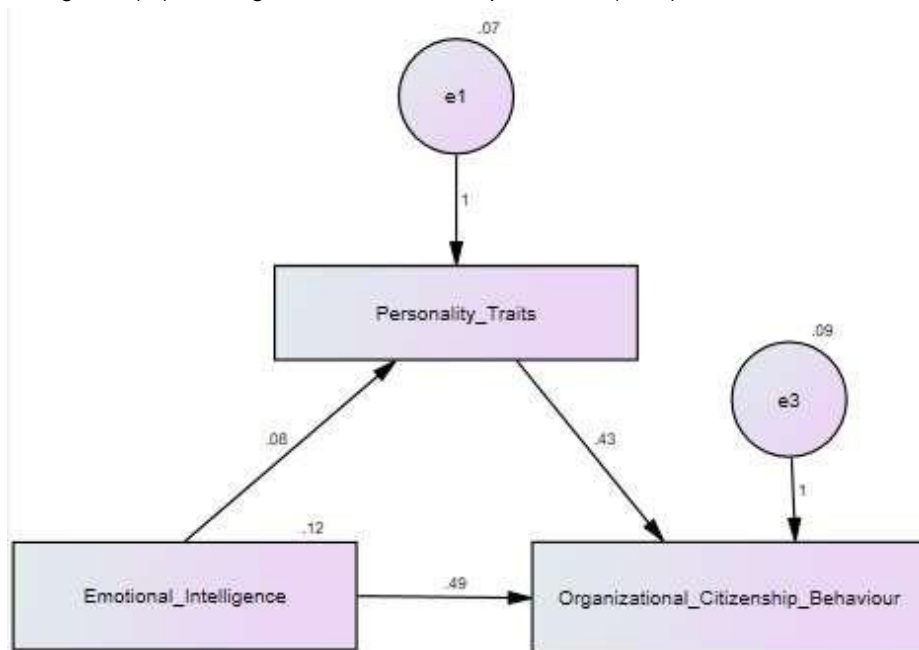
We used Structural Equation Modelling (SEM) with the AMOS to examine the impact of gamification on user engagement with sustainable consumption as a moderating factor. We tested sustainable consumption as a moderator as part of hypotheses testing.

Table 1: Regression Weights

Group			Estimate	S.E.	C.R.	P	Label
ZPersonality_Traits	<--	ZEmotional_Intelligence	.096	.051	1.896	.058	
Group			Estimate	S.E.	C.R.	P	Label
ZOrganizational_Citizenship_Behaviour	<--	ZPersonality_Trait s	.317	.042	7.607	***	
ZOrganizational_Citizenship_Behaviour	<--	ZEmotional_Intelligence	.460	.042	11.032	***	

The findings indicate that there is a positive link between Emotional Intelligence (EI) and Organizational Citizenship Behavior (OCB), which is mediated in part by personality factors. This suggests that personality qualities contribute to the explanation of the link between Emotional Intelligence (EI) and Organizational Citizenship Behavior (OCB).

Emotional Intelligence (EI) has a direct influence on Organizational Citizenship Behavior (OCB) of.460, which is statistically significant (p.001). This suggests that even when Personality Traits (PI) are not included, there is a positive link between EI and OCB.

Emotional Intelligence (EI) has an indirect influence on Organizational Citizenship Behavior (OCB) through personality characteristics of.096, which is statistically significant (p.058). This suggests that personality qualities regulate the link between Emotional Intelligence (EI) and Organizational Citizenship Behavior (OCB) in part.

In other words, Personality Traits explain part of the variation in Organizational Citizenship Behavior (OCB) that Emotional Intelligence (EI) alone does not explain. This shows that personality features may influence who is more prone to participate in OCB behaviors.

Emotional Intelligence (EI) has a total impact on Organizational Citizenship Behavior (OCB) of.556, which is statistically significant (p.001). This suggests that the sum of Emotional Intelligence (EI) direct and indirect impacts on Organizational Citizenship Behavior (OCB) is both positive and substantial.

Overall, the mediation study findings indicate that Personality Traits (PT) have a positive mediating influence on the link between Emotional Intelligence (EI) and Organizational Citizenship

Behavior (OCB). This suggests that personality factors contribute to why persons with greater levels of Emotional Intelligence (EI) are more prone to participate in Organizational Citizenship Behavior (OCB) behaviors.

Table 2: Model Fit Summary

Variable	Value
Chi-square value(χ^2)	162.963
Degrees of freedom (df)	3
CMIN/DF	54.321
P value	0.000
GFI	0.957
RFI	0.936
NFI	0.925
IFI	0.946
CFI	0.916
RMR	0.06
RMSEA	0.016

The quality of fit was acceptable representation of the sample data (χ^2 = 162.963, NFI (Normed Fit Index) =0.925; IFI (Incremental fit index) = 0.946, GFI (Goodness of Fit) = 0.957, RFI (Relative Fit Index) = 0.936 and CFI (Comparative Fit Index) =0.916 which is much larger than the 0.90 and 0.95. Similarly, RMR (Root Mean Square Residuals) =0.06 and RMSEA (Root mean square error of approximation) = 0.016 values are lower the 0.080 critical value**.** Results indicated a good fit for the model presented including RMSEA of 0.07, RMR of 0.06, GFI of 0.957, and CFI of .916.

Discussion

The research illuminates Rajasthan college teachers' organizational citizenship behavior (OCB) with emotional intelligence (EI) relationships. EI accounts for 24% of OCB variance, indicating a significant positive association. Emotional competencies encourage voluntary, extra-role acts that benefit the company. Personality qualities (PT) mediated this relationship, showing that emotionally intelligent persons are more likely to have favorable personality qualities that promote higher OCB. This result accounted for 13% of the variance. In order to create a more engaged and cooperative workforce, college lecturers must develop emotional intelligence and positive personality traits. They also affect educational organizations.

The cross-sectional design's difficulty to demonstrate causal linkages limits the study's findings. Longitudinal and multi-source evaluations might improve research. Despite these drawbacks, the research provides important information on the dynamic relationship between EI, PT, and OCB, laying the groundwork for targeted interventions as well as initiatives to improve workplace culture, productivity, and organizational performance among college professors. To understand workplace behavior, future research should examine the complex links among emotional intelligence, personality characteristics, and organizational results.

Conclusion

In conclusion, this research throws light on the considerable influence that Emotional Intelligence (EI) & Personality Traits (PT) have on Organizational Citizenship Behavior (OCB) among college teachers in the Indian state of Rajasthan. The results underscore the critical role that emotional skills play in generating good workplace behaviors, with EI contributing to a considerable share of the variation in OCB scores. This highlights the importance of cultivating emotional competencies in the workplace. In addition, the research shows that personality traits have a mediating function, which indicates that emotionally intelligent people are more likely to display favorable personality qualities, which in turn leads to higher participation in civic behaviors. These findings have important repercussions for educational organizations and organizations, namely highlighting the need of fostering emotional intelligence and boosting positive personality qualities among college instructors in order to cultivate an atmosphere in the workplace that is conducive to harmony and productivity. When the factors that drive organizational citizenship behavior (OCB) are understood, targeted interventions may be developed, which eventually leads to an improvement in the overall performance of the organization and the well-being of its employees. This research, despite its limits, adds to our knowledge of the dynamic interaction between emotions, personality characteristics, and organizational behaviors. It also opens up options for additional discovery and development in the area of study.

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