

The Impact of Emotional Intelligence and Quality of Work- Life on Organizational Citizenship Behaviour

D.F. Dissanayake^{1*}, P. Wachissara², P.O. De Silva³

Department of Management Sciences, Uva Wellassa University, Badulla, Sri Lanka.

fiushani.d0717@gmail.com

ABSTRACT

Organizational citizenship behaviour as an emerging concept concentrating on organizational effectiveness and success has gained intense attention from scholars since the last decade. Organizational citizenship behaviour plays a crucial role in the service sector, and profoundly in the banking sector. The quality of work-life and emotional intelligence as the cannons of Organizational citizenship behaviour act as the most influential factors in organizational effectiveness. However, the extant literature in this context is fragmented and limited. Therefore, the study overlooks the impact of emotional intelligence and quality of work-life on organizational citizenship behaviour. The study evaluated the perceptions of 150 employees who worked in state banks by employing a quantitative research design. A self-administered 5 point Lickert scale questionnaire designed to measure the variables. The gathered data were analyzed incorporating Partial Least Square – structural equation modelling through PLS path modelling and SPSS. The findings ascertained a significant relationship between the quality of work-life, emotional intelligence and organizational citizenship behaviour. Moreover, quality of work-life is determined as the most influential variable in establishing Organizational citizenship behaviour. Thus, the study recommends a regulatory and policy framework to encapsulate these elements into Organizational Citizenship Behaviour.

Keywords: Banking sector; Emotional intelligence; Organizational citizenship behavior; Quality of work life

1. Introduction

The banking sector is the dominant sub-sector within the financial sector. It plays a positive and important role in the overall development of the country. The Bankers journal indicated that the performance of the banking sector directly affects the other industrial and service sectors of the economy (Kappagoda, 2012). Human Resource is

essentially important in an organization because the Business performance of the banking sector largely builds upon the high-quality services (Naeem et al., 2008) and the effectiveness and success of the organization depends on the quality and performance of employees that exist in the organization. To attain higher performance, employees need to keep up positive citizenship behaviours within an organization (Susmiati & Sudarma, 2015). Therefore, human effort and Emotional Intelligence are more important determinants of service quality as well as the organizational citizenship behaviour (Welikala & Dayarathna, 2017) and quality of work -life also can lead to enhance service quality and citizenship behaviour within a workplace. There has been a growing investigative interest in constructive organizational scholarship in recent years (Alfonso et al., 2016) and an increasing number of studies have examined organizational citizenship behaviour. As for the antecedents of organizational citizenship behavior, numerous studies have identified dispositional predictors. But, in spite of the emerging literature, a limited number of researchers have considered how emotional intelligence and quality of work life affect organizational citizenship behaviour, and how they both might interact with organizational citizenship behavior and most of the research considered the private bank sector. Thus, the aim of this study is to investigate the impact of emotional intelligence and quality of work life on organizational citizenship behaviour of non-managerial banking employees in state Banks.

Most determinants of the Organizational Citizenship Behaviour such as job satisfaction (Brown, 1993), organizational commitment (Allen & Meyer, 1996), leadership style (Dissanayaka, n.d.) And emotional intelligence (Korkmaz and Arpac, 2009) were consistently found to predict Organizational Citizenship Behaviour across non-banking financial institutions. Also, there are few studies related to the work-life quality on Organizational Citizenship Behaviour (Rose et al., 2006). According to past literature, it can be identified that limited research has yet considered how emotional intelligence and quality of work life affects Organizational Citizenship Behaviour, and how they both might interact with organizational citizenship behaviour. Further, Delewicz and Higgs (2000) also pointed out that not enough attention has paid out for those two concepts in an organizational context.

Likewise, the practical limitations in establishment of Organizational Citizenship Behaviour and contradictory results provided in the extant literature fuels knowledge

and empirical gap. Therefore, this study may serve as a suitable research gap for further studies.

1.1 Research Problem

Most determinants of the Organizational Citizenship Behaviour such as job satisfaction (Brown, 1993), organizational commitment (Allen & Meyer, 1996), leadership style (Dissanayake, 2011), and emotional intelligence (Korkmaz and Arpac, 2009) were consistently found to predict Organizational Citizenship Behaviour across non- banking financial institutions. Also, there are few studies related to the work life quality on Organizational citizenship behaviour (Rose *et al.*, 2006),(Sadique, 2003). According to past literature, it can be identified that limited research has yet considered how emotional intelligence and quality of work life affects Organizational citizenship behaviour, and how they both might interact with organizational citizenship behaviour. Further, Delewicz and Higgs (2000) also pointed out that not enough attention has paid out for those two concepts in an organizational context.

Likewise, the practical limitations in establishment of Organizational citizenship behaviour and contradictory results provided in the extant literature fuels knowledge and empirical gap. Therefore, this study may serve as a suitable research gap for further studies.

1.2. Aims of the study

- To investigate the impact of emotional intelligence on organizational citizenship behaviour of non-managerial employees in State banks.
- To investigate the impact of quality of work life on organizational citizenship behaviour of non-managerial employees in State banks.
- To identify the most impacted variable on organizational citizenship behaviour of non-managerial employees in State banks.

2. Literature Review

Emotional Intelligence

Emotional Intelligence is one of the forms of human intelligence. Emotional Intelligence refers to a person's ability to be self-aware, recognize emotions in others, and control emotional cues. Different models have been introduced for the definition of Emotional Intelligence. Emotion and intelligence were separately studied in 1990's and the ability of an individual was regarded as rationality and emotional ability (K. Sharma & Mahajan, 2017).

A Variety of personality theories have considered Emotional Stability as a very important Personality trait. Different models have been proposed for the concept of Emotional Intelligence and disagreement exists as to how the term should be used. The earliest origins of emotional intelligence can be traced to Darwin's work on the importance of emotional expression for survival and adaptation within the organization.

According to the freshman and Rubino, (2002) intellective intelligence is defined as a set of skills and defined non-intellective as social- emotional skills. Thereafter, they redefined the non-intellective intelligence as affective and connective abilities, which are related to a person's attitude and behaviour and also resistance to change. (Khosravi et al., 2011)

Thorndike's 1920 and later on in 1940 Wechsler's researches remained insignificant till Howard Gardner offered the theory of "multiple intelligence" in 1983, where he mentioned seven aspects of intelligence as cognitive ability, math, kinesthetic, spatial, musical talent, verbal and communication.

Later on, in 1990 two psychologists, Peter Salovey and John Mayer were first introduced to Emotional Intelligence. They developed the ability model of Emotional Intelligence. They redefined Emotional Intelligence as "the ability to perceive, appraise and express emotions accurately and adaptively; the ability to understand emotions and emotional knowledge; the ability to access and generate feeling where they facilitate cognitive activities and adaptive actions; and the ability to regulate emotions in oneself and others" (Mayer et al., 2004) Goleman (2000) states emotional intelligence is the ability to recognize our feelings and the feelings of others, the ability to motivate

ourselves, and the ability to manage emotions well in ourselves and relationships with others.

As above mentioned Dr. Daniel Goleman has observed the concept of Emotional Intelligence. Organizations also showed increasing attention on emotional intelligence, where they had been looking for changes in the dynamic environment and build and adapt to new competitive advantages in their field of operation. There had been a lack of study on the relationship between emotional intelligence and its impact on the corporate world. (Dulewicz & Higgs, 1999)

Goleman's model of Emotional Intelligence introduced in 1998 outlined five main Emotional Intelligence build and twenty-five competencies. Afterward, Goleman and Boyatzis (2000) introduced four dimensions of Emotional Intelligence with twenty competencies instead of five dimensions of Emotional Intelligence with twenty-five competencies. Those dimensions are Self-awareness, self-management, social awareness, Relationship Management.

With these dimensions, researchers could measure the emotional intelligence and its impact on the organizational citizenship behaviours.

Quality of Work Life

The evolution of QWL began in the late 1960s emphasizing the human dimensions of work that were focused on the quality of the relationship between the worker and the working behaviours (Rose et al., 2006). Work life quality is a process by which all employees in an organization interfere in decisions influencing their jobs and work environment generally by suitable communication channels prepared for increasing the willingness of work. (Ziauddin & Naroei, 2013).

The most formal definition of work life quality by Walton is presented as: "work life quality includes abilities of people in the organization to meet their personal important needs in the organization by their experiences (quoted by (Kharazian, 2007)).

Quality of work life is a wide aspect of human resource management. QWL has positive relations with performance and developing human capabilities and behaviours in the work organization. (Beh & Idris, 2006) Quality work life among workers working in an organization will lead to better results for the workers' behaviours. The management's valuing of the workers with high commitment and positive work attitude would

contribute greatly in favour of the organization's success. Quality of work life facilitates employees to manage their personal life as well as organizational life.

According to the Walton, there are eight main components of work life quality as adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space and social relevance of work life. (Wyatt & Wah, 2001)

Organizational Citizenship Behaviours

Organizational citizenship behaviour is a person's voluntary engagement within an organization. That is not part of that person's contractual tasks or responsibility. Bies (1989) Stated the concept of Organizational citizenship behaviour is anything that employees select to attain, sensible and of their consensus, which over and over again lies separate from their definite predetermined responsibilities. (Based, 2017)

The (Podsakoff et al., 2009) describes organizational citizenship behaviour as a concept that includes whatever affirmative and positive that workers do, of their particular preference, which helps co-workers and supports the corporation. Generally, workers who repeatedly participate in Organizational citizenship behaviour may not continuously be the topmost players (nevertheless they could be, as job presentation is connected to Organizational citizenship behaviour, however, they are the individuals who are recognized to „go the additional mile“ or „go overhead and beyond“ the lowest efforts compulsory to do only acceptable work.

Therefore, any organization will get advantages from encouraging workers to participate in Organizational citizenship behaviour, as it has been revealed to upsurge efficiency, productivity, and consumer gratification, and decrease prices and proportions of income and absenteeism.

According to Beteman & Organ (1988) several measures of Organizational Citizenship Behaviour domains have been developed such as altruism, conscientiousness, loyalty, civic virtue, voice, functional participation, sportsmanship, courtesy and advocacy participation (Kappagoda, 2012).

However, there are five categories of Organizational Citizenship Behaviour that are frequently recognized in research (Lepine et al., 2002) which are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. (V. Sharma & Sangeeta, 2014).

Most of the studies examining the structure of organizational citizenship behaviour have granted that it is a multidimensional concept (MacKenzie et al., 1998)(Organ, 1997)According to the Graham (1989) as an example proposed a four-dimension model of citizenship behaviour of the organization consisting of: interpersonal helping, individual initiative, personal industry, and loyal boosterish. Interpersonal helping involves helping co-workers in their jobs when such help is needed, Individual initiative is communicating to others within the workplace to improve individual and group performance, the personal industry includes the performance of specific tasks above and beyond the specified duty. Finally, loyal boosterish involves the promotion of the organizational image to outsiders. (Moorman et al., 1998).

Linkage between Emotional Intelligence and Organizational Citizenship Behaviour

Radford (2010) expresses that emotional intelligence is more important because it can help the employees to understand and manage their emotions, as well as others' emotions. Thus if the employee can manage their own emotions their work behaviour will be improved. Carmeli and Josman where they found that there is a linkage between emotional intelligence and organizational citizenship behaviour. (Butt et al., 2017)

According to the (Ng et al., 2014) argument However, there are limited studies conducted to examine the linkage between emotional intelligence and organizational citizenship behaviour. There are researchers who found that there is a significant relationship between emotional intelligence and organizational citizenship behaviour. (Chehrazi & Shakib, 2014) revealed that, when an employee can manage self-emotion, they have high citizenship behaviour.

But another study stated there is a low relationship with EI and Organizational citizenship behaviour. (Hanzaee & Mirvaisi, 2013) Apart from that (Abbas Haider, 2015) also advocated that EI has a low impact on Organizational citizenship behaviour. Besides, (Somayehadabifirozjaee, n.d.) Indicate that there is a positive and moderate relationship between emotional intelligence and organizational citizenship behaviour.

Also (Tofighi et al., 2015) commented that there is no relationship between emotional intelligence and organizational behaviours.

Thus there are inconsistent findings on the impact of emotional intelligence on organizational citizenship behaviour. But according to the (Gitonga, 2012) Emotional intelligence will impact Organizational Citizenship Behaviours.

Thus, understanding a person's own emotions and others' emotions will greatly affect the effectiveness of the organization's behaviours, especially in the banking sector because their aim is to provide valuable service to their clients or customers. To achieve that aim or objective bank employees should manage their behaviours within the organization. They should understand their feelings, peers' feelings as well as the customers' emotions to behave within the organization without having conflicts. (Welikala & Dayarathna, 2017). Thus specifically, this research focuses on reviewing the empirical studies that were conducted to examine the impact of emotional intelligence on organizational citizenship behaviour in the banking sector.

Many consumer-facing organizations perform poorly on the front office employees. Their employees should make use of emotional intelligence, those few interactions when the customer feels strongly about the outcome. As a service provider, banks are involved with activities such as receiving financial advice and negotiating mortgages as opposed to more mundane matters. So they highly interact with the customers, because of that, they should manage their emotions as well as need to understand others' emotions to behave effectively within the workplace.

Since the perceptions of individuals within the organization have about the overall environment within the organization it will be affected by the employees' ability to manage, understand, control and balance their emotions as well as others' emotions. This is evident from the results of the study. The banking sector scenario is rapid, dynamic and ever-changing. One of the large Banks in this study to improve their consumer base need to access smart and efficient solutions to manage their financial needs and they have devised valuable services to their customers.

Their focus is on leveraging technology to make banking more accessible and convenient to their customers. Through continuous innovations across banking touch points such as CDMs, ATMs, Internet banking, Mobile banking, and Call Centre.

Thus they have made financial transactions faster, more secure, and simpler. Their focus on innovative technology to offer convenience through technology-led solutions is a reinforcement of their commitment towards continuously improving and deepening their relationship with their customers. Training in new skills is of course given but what is of prime importance is the ability of the workforce to sustain the attitude of change and always be prepared to put in efforts to withstand success as well as failures. This behaviour can be maintained only by emotionally balanced employees within the organization. (Nair, 2012)

Quality of Work Life and Organizational Citizenship Behaviours

A worthwhile appraisal of the job environment and opportunities will bring a feeling of psychological well-being at the workplace, while a negative appraisal creates dissatisfaction. Beyond the intrinsic motivation aroused by dispositional variables like personality, self-esteem, emotional intelligence, and etc., environmental variables can impact the appearance of citizenship behaviour in the workplace. As (Organ et al., 2005) stated: “employees might feel that they owe Organizational citizenship behaviour to others (their leader or co-workers), to the organization, that they have a moral obligation and or that it is expected of them based on social norms.”

As regards the links between quality of working life and organizational citizenship behaviours, the most supported idea is that the quality of working life is more specifically to job satisfaction; it may affect the citizenship behaviour of the organization.

Importance of Behavioral Dimensions in Bank

To provide valuable service banks should look at the ways of how they manage their relationship within the organization. Also need to examine Decision making, negotiation skills, conflict management, work as teams, maintain good relations with peer group employees, subordinates as well as superiors, handling frustrations, disappointments and interactions with customers’ client’s certain skills and abilities beyond the technology are of foremost importance.

This is where Emotional intelligence comes into play major affecting the behaviour of the organization. According to this intention, some organization members may perform effectively because they have high emotional intelligence.

In a Business Environment that is extremely volatile, banks are always searching for new ways to create a workforce with high competencies that will make them globally competitive. Thus, this study mainly focuses on the emotional intelligence competencies of the employees and their contributions to the behaviour of employees and the growth of the bank. An often-overlooked area especially in the State banks.

3. Methodology

This chapter overviews the methodology of the study. It includes the research philosophy, research approaches, research strategy, and time horizon. Furthermore, it presents population, sample, sampling procedure, construction of the questionnaire, and the methods used for the collection of empirical data and its data analysis techniques.

3.1 Conceptual Framework

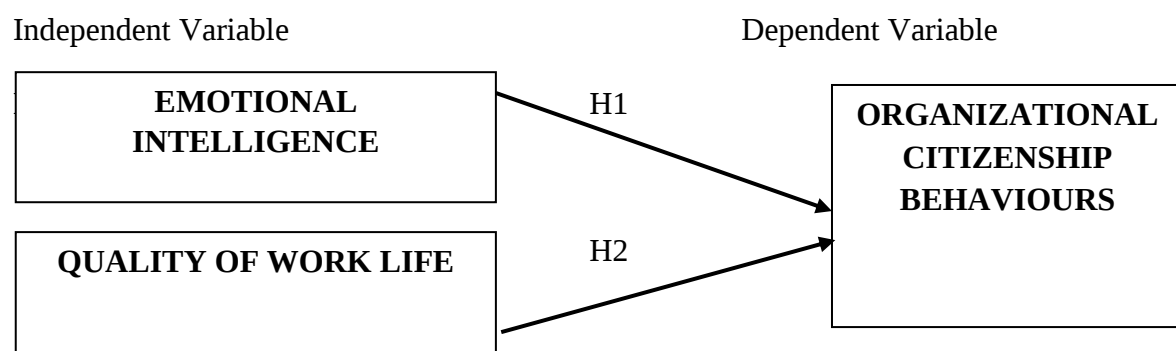


Figure 1: Conceptual Framework of the Study

Source: Developed based on Literature

3.2 Research onion

The research Onion determined six layers such as, philosophies, approaches, strategies, choices, time horizons, techniques and procedures of the research design. Therefore, this research will apply the research onion as a key guideline model to create an effective research design.

3.3 Research Philosophy

According to (Saunders et al., 2009) research design is the process that shows how the researcher is going to answer the research question and it enables them to achieve research objectives. Basically, research design includes population, sample and sample procedure and data collection to find the impact of the independent variable (emotional

intelligence, work life quality) on the dependent variable (organizational citizenship behaviours). Researchers use the quantitative method approach. The Quantitative method approach is a methodology for conducting research that involves the collection, analysing, and integrating quantitative data.

3.4 Research Approach

Based on the (Saunders et al., 2009) foremost research approaches are the deductive approach and the inductive approach. An inductive research approach set up by defining a particular target fit for the research and during the process of developing a theory would be generated with the help of distinct research methods (Larsson, 2019). On the other hand, the deductive research approach develops the hypothesis or hypotheses upon a pre-existing theory and then develops the research approach to test it (Larsson, 2019). The present study is going to adopt the deductive research approach. The reason for that, this study is considered under the quantitative research category and already has an existing theory.

3.5 Research Strategy

The strategy can include many different approaches, functioning as surveys, interviews, case study research, experimental research, action research, grounded theory or middle-ground approach, or a systematic literature review (Saunders, 2009). The survey method is taken on as the research strategy of this study.

3.6 Time Horizon

In the present study, the “cross functional” time horizon will be used.

3.7 Techniques and procedure

This study is going to endorse Quantitative research techniques as a technique. Quantitative approaches emphasize data accuracy rather than qualitative approaches (Creswell, 2005). Moreover, the approach of quantitative analysis may lead to creating objective explanations and help to make accurate comparisons (Larsson, 2019). Therefore, present research contributes to a quantitative method.

3.8 Data Collection Method

For this study, primary data were collected through a survey by an online self-administrated questionnaire and data would be obtained from secondary sources from the works already published by other authors.

3.8.1 Primary Data

The present study is going to collect primary data from non-managerial employees who are in the State banks, through online surveys by using a self-administrated questionnaire. In order to achieve research objectives, the questionnaire was designed to reveal the primary indicators related to independent and dependent variables.

Quantitative Approach – Questionnaire

The questionnaire will consist of two sections of questions. Section one includes demographic information of the respondent.

Section two includes three parts which are explaining about bankers,

Part A: Emotional Intelligence

Part B: Quality of Work Life Behaviours

Part C: Organizational Citizenship Behaviours

Checkboxes were used to collect data regarding demographic factors. Five points Likert-scale questions were used to collect data for the independent and dependent variables. The rangers can be state as follows,

5 = Strongly Agree

4= Agree

3= Neutral

2= Disagree

1= Strongly Disagree

Measurement of Variables

Table 3 1: Measurement of Variable _ Emotional Intelligence

Variables	Dimensions	Indicators	Measures	Adopted From
Emotional Intelligence	Self-Awareness	1.Emotional self-awareness 2.Self confidence	Five point Likert Scale	Goleman, Boyatzis, and Rhee, (2000)

	Self- Management	1. Self-control 2. Adaptability 3. Achievement drive Initiative		
	Social Awareness	1. Empathy 2. Service orientation 3. Organizational awareness		
	Relationship Management	1. Influence 2. Communication 3. Conflict management 4. Leadership 5. Building bonds 6. Teamwork and collaboration		

Sources : (Goleman, Boyatzis and Rhee, 2000)

Table 3 2: Measurement of Variables – Quality of Work Life

Quality of Work Life	Adequate and fair compensation	1. Reasonable living standard. 2. Commensurate with both employee's ability and education as well as with	Five point Likert Scale	Walton (1975)
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		organization's ability to pay.		
	Immediate opportunity to use and develop human capacities	1.Job related autonomy and freedom 2.Skill variety 3.Challenge in job Whole task		
	Opportunity for continued growth and security	1.Training and development 2.Career Planning 3.Promotion Opportunities		
	Social integration in the work organization	1.Inter-personal openness 2.Relation with boss		
	Work and total life space	1. Time for family and social obligations.		

Sources: Walton (1975)

Table 3 3: Measurement of Variables – Organizational Citizenship Behaviours

Organizational	Altruism	1.Helping new colleagues	Five point Likert Scale	Podsakoff et al. (1990)
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Citizenship Behaviours		2. Freely giving time to others		
	Conscientiousness	1. Efficient use of time 2. Conserving resources		
	Sportsmanship	1. Tolerating the inconveniences		
	Courtesy	1. Treating others with respect 2. Preventing problems 3. Communicating appropriate information		
	Civic virtue	1. Responsible 2. Serving on committees		
		3. Voluntarily attending functions		

Sources: Podsakoff et al. (1990)

3.8.2 Secondary Data

Academic sources will be the foundation for secondary data. The present study has used academic journals, Books, validated websites, magazines, annual reports to build up the literature review.

3.9 Research Design

According to (Saunders et al., 2009) research design is the process that shows how the researcher is going to answer the research question and it enables them to achieve research objectives. Basically, research design includes population, sample and sample procedure and data collection to find the impact of the independent variable (emotional intelligence, work life quality) on the dependent variable (organizational citizenship behaviours). Researchers use the quantitative method approach. The Quantitative method approach is a methodology for conducting research that involves the collection, analysing, and integrating quantitative data.

3.10 Population and Sampling

Population

The present study focuses on the impact of emotional intelligence and work life quality on organizational citizenship behaviour, with special reference to the non-managerial employees of State banks in Sri Lanka. Therefore, the population consists of all non-managerial employees of selected banks in Sri Lanka.

Based on that, the researcher has selected three banks in Sri Lanka. **(BOC, NSB, PEOPLE'S BANK)** Averagely 20,000 non-managerial employees are working in these banks.

Sample

A Sample is a subset of the population that is selected for research, and it consists of a selection of members from the population.

From the population of all non-managerial bankers in selected banks in Sri Lanka, the sample size was calculated. For the calculation of sample size, the sample calculation formula has been used which was introduced by Krejcie and Morgan (1970), under the confidence level at 95% and confidence interval 5, the statistical sample size is 377. However, due to the COVID 19-Pandemic situation banks has some regulations to reduce physical contact.

Therefore, it is difficult to collect that much data from them and with the time constraint the reachable sample size varies from 377 to 150. Therefore, the researcher has used the above sample size for the study.

Sample Framework

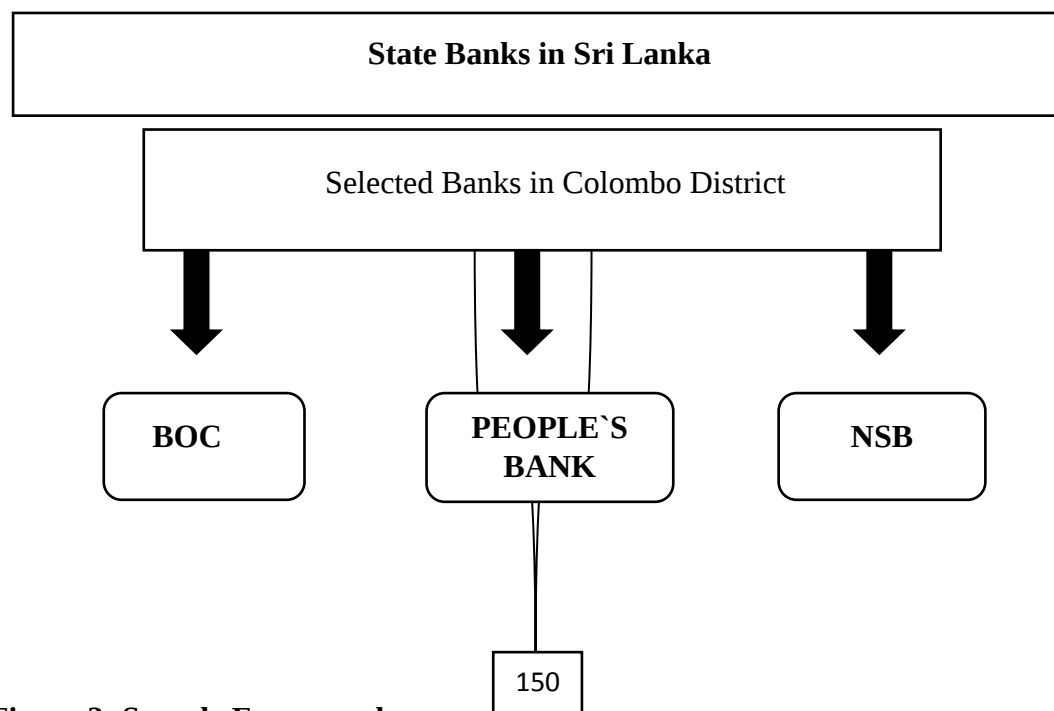


Figure 2: Sample Framework

Sample Technique

This study applied the Convenience sampling technique which is one of the non-probability sampling will be selected as the sampling technique for the study. It will be adapted to this study because it is a fast and efficient sampling method and this method will be more suitable to reach the sample with this pandemic situation.

3.11 Data Analysis Method

The Data analysis method has been performed through primary data, evaluation of the response of the questionnaire to achieve the objectives of the study. The researcher has used Smart PLS, 8 (Ringle et al., 2015), IBM SPSS statistics 25 for analysis of the data and Microsoft Excel 2013 for pre-preparation of the data which are gathered from the online survey.

Pilot Survey and Cronbach's Alpha reliability test

Cronbach's Alpha values are used to measure the reliability of scales which are used to measure the construct. The researcher has conducted a pilot survey and the 31 respondents from State banks in Colombo district were observed. The reliability test was conducted for the data which are gathered from the pilot survey.

Table 4.1 shows the generally acceptable alpha values to maximizing the reliability of construct measurements.

Table 4 1: Cronbach's Alpha reliability test consistency level

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$\alpha \geq 0.8$	Good
$\alpha \geq 0.7$	Acceptable
$\alpha \geq 0.6$	Questionable but Acceptable
$\alpha \geq 0.5$	Poor
$\alpha < 0.5$	Unacceptable

Table 4 2 : Cronbach's Alpha reliability test results

Variables	Cronbach's alpha Value	No. of items
Emotional Intelligence (EI)	0.912	18
Quality of work life(QWL)	0.907	11
Organizational Citizenship Behavior(OCB)	0.940	13

Source: Analysed statistical output from online survey, 2020

Based on the information in table 4.2, construct measurements of EI, QWL variables are at an excellent level of reliability due to $0.91 \geq 0.90$, $0.9 \geq 0.9$. As well as construct measurement of Organizational citizenship behaviour also in an excellent level due to $0.94 \geq 0.9$.

3.11.1 Descriptive Statistics

Descriptive Statistical techniques were used to express the basic features in the data numerically and graphically which provide a basic intuition to the results. The study has focused on mean, variance, standard deviation and skewness and the central

tendencies of the data, the spread of scores were determined through descriptive analysis technique.

The following criteria has been used to interpret the data to recognize the level of each construct by using the mean of the variable.

$1 \leq X < 2.5$ Almost Disagree

$2.5 \leq X < 3.5$ Moderate

$3.5 \leq X \leq 5$ Almost Agree

Moreover, the demographic profile of the respondent has also been analysed through descriptive technique.

3.11.2 Structural equation modeling technique

Structural equation modelling is one of the advanced and useful data analysis method ensured by a large amount of research in the past few decades. (F. Hair Jr et al., 2014) this model is a combination of path modeling, factor analysis and regression modeling which allow the researcher to use an array of multivariate techniques in data analysis.

It supports researchers to identify the relationship among measured variables as well as among latent variables. Structural equation modeling is mainly used in employee perception, customer perception and various social science research in the present time. Therefore, this technique is considered a trusted technique for exploring intention, expectation, attitudes and perceptions in order to generate new knowledge of the different disciplines. (F. Hair Jr et al., 2014)

The present study focuses on the impact of emotional intelligence and quality of work life on organizational citizenship behaviour in non -managerial employees in State banks. Therefore, the study has used the structural equation modeling technique to judge the impact of the relationship between variables.

3.11.3 Partial least squares (PLS) structural equation modeling

Partial least squares structural equation modeling (PLS – SEM) can be used to evaluate complex causal relationship models with latent variables. This method is a combination of principal of component analysis, correlation analysis and multiple regression analysis.

PLS evaluates the path coefficient which maximizes the R^2 values of projected variables. PLS- SEM predicts variables under multicollinearity, missing values and fewer cases related to the number of variables than the traditional ordinary least square regression (Garson, 2016). This method is more pertinent to forecast and identify target variables for theory building because the researcher planned to identify the impact of emotional intelligence and quality of work life on organizational behaviour of banking employees.

3.11.4 SPSS analytical tool

SPSS is a professional statistical analysis software package which is extensively used for applied economics, management, education, and other social science research. The SPSS package has full capability to conduct a large volume of data which are useful in social science researches that include powerful statistical analysis algorithms (Bryman & Cramer, 2011). The SPSS package can be used for basic and advanced data analysis and modeling techniques. SPSS software package provides various analytical tools including Descriptive statistics, regression analysis, graphical presentation (graphs, charts), analysis of variance (ANOVA) and etc.

For the purpose of the present study, this analytical tool is mainly employed for analysis purposes. The data gathered through online survey questionnaires were entered into SPSS 25 software package and obtained descriptive statistics to establish intuition into the data set.

3.11.5 SmartPLS tool

Based on the characteristics of this study the researcher adopts PLS-SEM for the purpose of Structural Equation Modeling in the study. SmartPLS 3.2.8 package provides a user-friendly and practical environment for PLS-SEM.

This study focuses on examining the causal relationship that maximizes the coefficients and the researcher has selected the SmartPLS 3.2.8. The SmartPLS system provides a simple operational environment to its end-user compared to other PLS-SEM software. According to the above considerations, the researcher has utilized the SmartPLS 3.2.8 for structural equation modeling.

4. Results and Discussion

Table 4.3: Status of Hypotheses

	Hypotheses	P-value	Status

H ₁	There is a significant impact of Emotional Intelligence on Organizational Citizenship Behavior of non-managerial employees in the banking sector.	0.002	Supported
H ₂	There is a significant impact of Quality of Work Life on Organizational Citizenship Behavior of non-managerial employees in the banking sector.	0.000	Supported

Source: Based on analysed statistical output from online survey, 2020

Objective 01

1. Impact of Emotional Intelligence on Organizational Citizenship Behaviour of non-managerial employees in the State banking sector.

The study ascertained a significant positive relationship between EI and Organizational citizenship behaviour (P= 0.002) these findings indicate it is important to foster emotional intelligence in organizations to achieve the positive outcomes such as organizational citizenship behaviour.

Thus it inlines with the study of (Nair, 2012) and (Alfonso and Zenasni, 2016) presented results that support findings of those existing literature.

Objective 02

2. Impact of Quality of Work Life on Organizational Citizenship Behaviour of non-managerial employees in the State banking sector.

Quality of working life also appears to have a significant positive effect on citizenship behaviour at work. The results from present study confirm that the better their quality of work life becomes, the more the workers tend to express citizenship behaviours toward the organization. Just as this point, and following the recommendations of (Podsakoff et al., 2009), it appears that Organizational Citizenship Behaviour depends significantly on perceptions of the quality of work life. Therefore, Quality of Work Life is a key consideration of Organizational Citizenship Behaviour. The banks need to

consider the quality of work life of employees to enhance their behaviour within the organization.

Objective 03

3. Most Impacted variable on Organizational Citizenship Behaviour of non-managerial employees in the State banking sector.

In line with the findings, quality of work life can be described as the most impacted variable on the Organizational citizenship behaviour than the emotional intelligence of the employees. Workers with higher emotional intelligence seem to make use of complaints more than others. When they perceive their quality of work life as low. Inversely, they seem to avoid unnecessary criticism much more if they perceive their quality of work life as satisfying. These results support the idea that emotional intelligence may not always increase organizational citizenship behaviour.

Its benefits would depend on the worker's intentions towards the organization (Alfonso and Zenasni, 2016). Therefore, banks need to be concerned about providing better quality work life to their employees to enhance the citizenship behaviour of them.

5. Conclusion

The researcher has focused on identifying the impact of emotional intelligence on organizational citizenship behaviour and the impact of quality of work life on organizational citizenship behaviour and identifying which variable has mostly impact on organizational citizenship behaviour. According to the results generated by the PLS Algorithm in PLS-SEM technique, a significant impact of emotional intelligence and quality of work life support on organizational citizenship behaviour of the organization has been discovered. To identify this impact, employees' emotional intelligence and the quality of work life with the consideration of organizational behaviour was measured by the researcher. Based on the findings, it was found that the emotional intelligence support enhances the organization behaviour. And, the researcher has identified a high level of significant impact of quality of work life on citizenship behaviour of the organization. In line with these findings, the quality of work life can be identified to be having a higher level of impact to enhance citizenship behaviour than the emotional intelligence.

As the Secondary objective, the literature and calculation of path coefficient explains the contribution of the importance of QWL which is positively associated with the organization citizenship behaviour in banking sector. Therefore, with the present study it was identified that the most impacting variable on organizational citizenship behaviour is quality of work life rather than emotional intelligence.

The study has explored new knowledge regarding the Impact of emotional intelligence and quality of work life on organizational citizenship behaviour.

Therefore, the present study contributes to the knowledge base relevant to Organizational citizenship behaviour and human resource management literature.

Also the study is providing the knowledge to understand the employee emotions and quality of work life on organizational citizenship behaviour. Major contribution of this study is adopting the findings to adjust the quality of work life. Study could contribute to the knowledge base of a more specific context. Therefore, the study is more specific to the employees who are employed in State sector banks in the Colombo district. However, there remain certain areas for further research opportunities. Researcher suggests further empirical verification is needed for the banks & further expansion of the study for employees in other industries.

5.1. Implications of the study

The study has identified the impact of emotional intelligence and quality of work life on organizational citizenship behavior. Therefore, the study has provided a knowledge contribution by providing more insight into the existing literature. The completion of this study helped to fulfil several gaps which are investigated through previously available literature. Also, the study has empirically proved existing theories and concepts by providing accurate information to future researchers.

Existing literature provides evidence to a lack of studies which are evaluating the impact of emotional intelligence, quality of work life on organizational citizenship behavior in non-managerial employee's State banking sector. And also limited research are available for the Sri Lankan context which studies emotional intelligence, quality of work life and organizational citizenship behavior in the banking sector.

The present study has explored new knowledge regarding the Impact of emotional intelligence and quality of work life on organizational citizenship behavior. Therefore,

the present study contributes to the knowledge base relevant to organizational citizenship behavior and human resource management literature. Based on the research findings, and knowledge contributed by the present study can be used for further verification and identification of future research areas.

The present study was focused on identifying the impact of emotional intelligence and quality of work life on organizational citizenship behavior in non-managerial employees in the State banking sector in Colombo district, along with identifying the most impacting variable on organizational citizenship behavior. The subjective sample for the study is limited to the banks in Colombo district and the study provides knowledge for the management of State banks in Colombo district. The study is providing the knowledge to understand the employee emotions and quality of work life on organizational citizenship behavior. Major contribution of this study is adopting the findings to adjust the quality of work life. Since the study was conducted in banks located in Colombo, the findings can enhance the quality of work life of employees from Colombo area banks.

Another major contribution is the empirical validation of the existing knowledge and theories regarding the subjective context to provide deep insight into the knowledge. The empirical study provides a more practical contribution to the banking sector, especially for banks in Colombo district. After further verification, the study findings and contributed knowledge can be extended to the whole banking sector in Sri Lanka.

5.2 Future Research Directions

This study could contribute to the knowledge base of a more specific context. Therefore, the study is more specific to the employees who are employed in State sector banks in the Colombo district. However, there remain certain areas for further research opportunities. Researchers suggest further empirical verification is needed for the banks. And also, the researcher suggests a further expansion of the study for employees in other industries.

Further, the researcher tested only the impact of EI and QWL on the organizational citizenship behavior. But there could be more variables, factors, and constructs which could impact on Organizational citizenship behaviour. With regards to the present study area, there are only a limited number of studies available. Researcher suggests the future researchers to continue the present work into a prospective research area with repeated

measurements to clearly identify the causality path between emotional intelligence, quality of work life, and organizational citizenship behaviors. Furthermore, it would be advisable to contrast two citizenship measures based on dissimilar constructs.

5.3 Limitations of The Study

This study only focuses on the non-managerial employees who work in the banking sector in the Colombo district have selected as the participants. The scope of this study for further verification will be limited to a small number of State banks and scope is limited to the banking sector.

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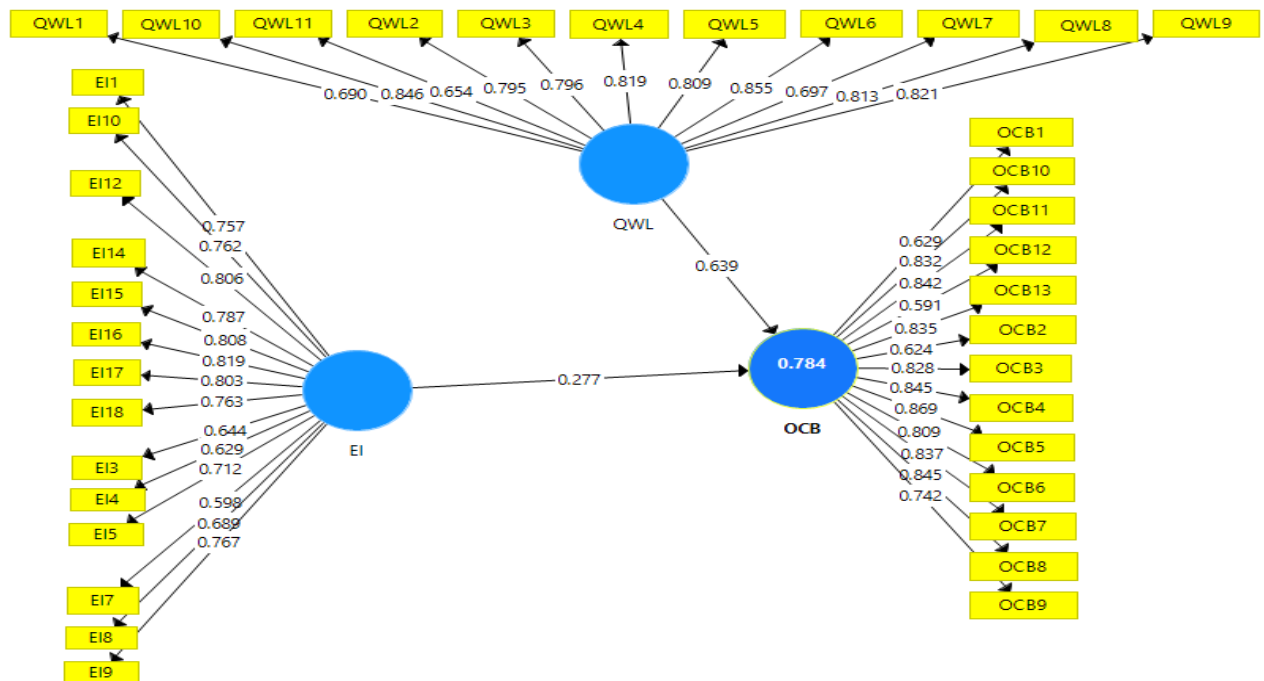
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Appendix A – SmartPLS output

Path coefficient



PLS Bootstrapping

