

Assessing Emotional Intelligence and Organizational Citizenship Behavior among Executives: Examples from Bruneian SMEs

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Abstract: Emotional Intelligence (EI) is emerging paradigm discussed and researched widely within the domain of organizational behavior and leadership research continuum in the workplace. This has further been recognized as an effective tool along with Organizational Citizenship Behavior (OCB) in enhancing the organizational productivity. Keeping in view the relative importance and the potential of these two domains; EI and OCB on the management of SMEs, this pioneering study was conducted among the executives of 101 SMEs in Brunei Darussalam. The study uses the Swinburne University Emotional Intelligence Test (SUEIT) and standard instrument to measure organizational citizenship behavior. The study using survey methodology aims not only to establish empirical evidence of examining executives' relationship between EI and OCB but also to find out the role of demographical and organizational variables such as gender, age, educational qualifications, no. of years of experience, job title and types of business with the EI among these executives. The result indicates that both EI and OCB are significantly correlated and there exists a significant relationship between all contextual variables excluding gender and EI. The results are discussed and recommendations are made based upon the data analysis and conclusion.

Key words: Emotional intelligence, organizational citizenship behavior, SMEs, leadership, Brunei Darussalam

INTRODUCTION

In the recent past, there has been a growing interest in the subject of leadership and organizational behavior. The proponents of behavioral aspect of leadership traits have further coined up with new dimension of leadership that have high in understanding not only of their own emotions but also in understanding the emotions of others as well. This new dimensions of traits among leadership was named as Emotional Intelligence (EI) that was initially promoted by Salovey and Mayer (1990) and later by Goleman (1995). Ever since, this concept was widely recognized there has been a growing interest from the corporate world with regards to EI in that the corporate world always look forward for newer methods in which to develop a competitive advantage in the workplace through increased attention to people's issues. EI is defined as management of one's own emotion and those of others (Salovey and Mayer, 1994). Whereas Mayer and Salovey (1997) defined EI as the ability to perceive emotion to access and generate emotions so as

to assists thought to understand emotions and emotional knowledge and to reflectively regulate emotions so as to promote emotional intelligence. EI taps into the extent to which peoples' cognitive capabilities are informed by emotions and the extent to which emotions are cognitively managed. Salovey and Mayer (1994) suggested that there are individual differences in EI relating to differences in our ability to appraise our own emotions and those of others. They further suggested that individuals higher in EI might be more open to internal experiences and better able to label and communicate these experiences.

Emotional intelligence is defined as ability both to know one's own emotions and to read others' emotions as well (Davies *et al.*, 1998; Zadel, 2008). Several scholars use the term to express emotional awareness, accurate self-analysis, self-confidence, trustworthiness, conscientiousness, adaptability, innovation and so on (Bar-On and Parker, 2000; Goleman, 1998). However, Goleman (*ibid*) has assessed the link between emotional intelligence and the leadership. Goleman researched and analyzed 188 companies to determine the personal

capabilities among leaders which appeared to drive outstanding performance within these organizations and to what degree they did so. Personal capabilities were clustered in three categories technical skills such as accounting and engineering; cognitive skills like analytical reasoning and competencies demonstrating emotional intelligence such as the ability to work with others and effectiveness in leading change. The result showed that EI proved to be twice as important as technical skills and cognitive abilities for leadership jobs at all levels of an organization. Goleman (1998) then listed five components of emotional intelligence that an effective leader exhibits: self-awareness, self-regulation, motivation, empathy and social skills. Research on emotions in the workplace suggests that emotions may drive productivity gains, innovations and accomplishments of individuals, teams and organizations (Cooper, 1997). Individuals with high emotional intelligence are said to be more effective at leading and managing others and fostering positive attitudes amongst employees (George, 2000).

Similarly organization culture behavior has gained the considerable attention within the discipline of leadership and organizational behavior. Organ (1988) for the 1st time introduced the term Organizational Citizenship Behavior (OCB) which he suggested was a component of job performance and defined as behaviors of discretionary nature that are not part of employees' formal role requirement but contribute to the effective functions of an organization. The construct used to measure OCB is multidimensional. Several researchers (Graham, 1986; Morrison, 1994) posit five dimensions of OCB. These dimensions include courtesy, sportsmanship, civic virtue, conscientiousness and altruism. The concept of OCB originated from Social Exchange Theory that describes the conditions under which people feel obligated to reciprocate when they feel benefited from the some other person's or some entity's action. When employees feel they have been well treated by the organization, they are likely to reciprocate by engaging in organizational citizenship behavior (Coyle-Shapiro *et al.*, 2004). Results from meta-analysis also support a robust relationship (Podsakoff *et al.*, 2000).

However, despite the implicitly and explicitly linking the organization citizenship behavior with the emotional intelligence, little critical research endeavors has been devoted to examine and understand its application and practicality within the businesses especially at the corporate level research the executives of the Small Medium Enterprises (SMEs). These executives behave differently contrary to their counterparts in the large organizations as being the major players in decision

making in the resources-deficient SMEs. Most of the work as stated before has been conducted in the Western world and there results might not be generalized within the corporate world among South-East Asian context. There exists a potential gap in adopting the results of these researches on the EI and OCB continuum within ASEAN business community. This pioneering research therefore aims not only to provide empirical evidence of examining the link between EI and OCB among the corporate level among Bruneian SMEs but also to assess the relationship between the demographical variables such as gender, age, length of service both with EI and OCB within the context of Bruneian SMEs.

Motivation of the study: This pioneering study in Brunei Darussalam is based upon the findings of the similar study conducted among 96 employees of SMEs from manufacturing sectors within Malaysian context (Chin *et al.*, 2011). The study was replicated with same instrument to measure the EI and OCB within Bruneian SMEs. As such the Brunei and Malaysia share the same cultural heritage, so it was pertinent to test the relationship between EI and OCB of the corporate executives of SMEs and to examine the similarities or dissimilarities if any, among these executives.

The study begins with the introduction that also gives some explanation on Bruneian SMEs with a brief review of literature on the EI and OCB and their linkages. This is followed by a discussion of the methodology and presentation of the findings and results. The results are discussed and finally conclusions and practical implications of the study are highlighted.

SMEs in Brunei Darussalam: The small and medium enterprises are considered as the backbone of any economic system. Asia-Pacific Economic Council (www.apec.org) survey results showed that for most of the members' countries, SMEs constitutes about 90% of the total business and employs from 50-80% of their work force.

Brunei Darussalam (henceforth referred simply as Brunei) is a small sultanate with roughly about 400,000 people situated on the North-West coast of the Borneo Island. Its main economic activity is dominated by oil and gas sector. Brunei is presently the 14th largest oil producer in the world and 4th largest natural gas producer. Brunei is facing negative consequences from its single-minded dependence on oil. Brunei, therefore is focusing on diversification plan and concentrating on SMEs as envisioned in the 9th development plan (2007-2011). In Brunei, only 8% of total private sector businesses fall in the category of large firms that includes

foreign banks, shipping and insurance companies. The remaining 92% covers the SMEs that also fulfill 92% of nation's employment needs. In Brunei, 39% of the SMEs fall under the manufacturing and construction business sectors, 32% fall under the service sector, 23% in the trading and wholesale activities and only 6% are in primary production sectors (www.bizbeginners.biz/brunei.html).

By definition of Yap *et al.* (1992), SMEs in Brunei with the employees from 10-50 employees would be considered as small and from employees 51-250 employees would be considered as medium enterprises. SMEs possess a certain characteristics as majority of these SMEs are based on either sole proprietorship or one or two partners. Rafiqul *et al.* (2001) reported that Bruneian SMEs are suffering from the lack of proper HR management policies and facing problems of employee's poor motivation and shortage of resources such as human, financial and technology. This was supported by similar study in Malaysia. Since, most of the business decisions are taken by these executives so their EI quotient and OCB are as important as their business knowledge and technical skills and further contribute in one way or another for smooth business operations. That's why, it is very important to study them in depth to find out the empirical support that further adds to the knowledge.

Review of literature

Emotional intelligence: Much more have been written on the EI over the past 10 years (Davies *et al.*, 1998). Salovey and Mayer (1990) initially proposed a definition of EI as a set of skills and abilities contributing to the appraisal of emotions, the regulation of emotions and the use of emotions in reasoning. Goleman (1995, 1998) has assessed the link between emotional intelligence and leadership ability. Goleman (1998) listed five components of emotional intelligence that an effective leader exhibits: self-awareness, self-regulation, motivation, empathy and social skills. Prior research on emotions in the workplace suggests that emotions may drive productivity gains, innovations and accomplishments of individuals, teams and organizations (Cooper, 1998). Further research on EI indicates the relative importance with the leadership effectiveness (Sosik and Megerian, 1999). Singh and Pathardikar (2010) have studied the effect of personality and emotional intelligence on leadership effectiveness. Similarly, Bedwell (2003) have studied the relationship between emotional intelligence and personality and job performance. The academic research demonstrates the important role of EI in facilitating high employee performance (Dulewicz and Higgs, 2003).

Studies on EI are nevertheless abundant. Researchers have touched the EI and have linked it with the leadership style (Barling *et al.*, 2000; Gardner and Stough, 2002). Most of the organizations work on EI, leads to development of employees for team effectiveness (Cote and Miners, 2006). It is further asserted that emotional intelligent employee can maintain healthy relationship with other coworkers developing EI may develop good citizenships for the organizations (James *et al.*, 2010). Some researchers studied the emotional competence among different levels of authority. In Brunei, numbers of studies were undertaken to find correlation employees' emotion and EI during change (Salleh, 2010); linking leadership and EI (Salleh, 2009) and finally assessing EI during change (Salleh, 2008). The results of all these studies highlighted the importance and role of EI on different scenarios.

Organizational citizenship behavior has often been referred to an academic literature as a construct focused on helping others (Ehrhart and Naumann, 2004). Those employees that demonstrate OCBs are more likely to provide others with assistance in completing work tasks and demonstrate loyalty to work colleagues and the organization. A growing body of research into OCB suggests that employees demonstrate greater role performance when they experienced a strong connection to their organization have a sense of ownership over to its continued success and are loyal to their role and work colleagues and have found a sense of meaning and purpose in their daily work (Van Dyne *et al.*, 1994). Similarly, research exploring OCB and an organization's overall performance has also found significant relationship. Organizations whose employees demonstrate OCBs enjoy higher managerial productivity, improved strategic planning, business processes and the allocation of key organizational resources (Podsakoff *et al.*, 1997). The studies on the OCB further suggest that employee engagement is important part of the employee retention program. Engaged employee will be better performers and will contribute positively to the company's financial performance. Results of another study have showed that there is a strong link between employee engagement and rate of productivity. Employee engagement can be related to organizational citizenship behavior. OCB includes the entire extra role and discretionary behavior that helps other members in the organization to perform their job. Chen *et al.* (1998) have found the effect of OCB on organizational success.

In summary, based upon above mentioned assertions in the literature review, researchers believe that both EI and OCB are likely to have a strong and positive relation

with that purpose of the organization. In order to support this researchers now examine the studies that link both EI and OCB to the organizational success.

Research linking emotional intelligence and organization citizenship behavior: Most of the studies examined in this section found the correlation between subscales of EI and OCB. Chiu and Chen (2005) found that there is a relationship between OCB and EI. Modassir and Singh (2008) examined the relationship between EI, OCB and transformational leadership. The result indicated that EI of leaders enhances the OCB of their followers. The EI of managers had a positive correlation with the conscientiousness of the subordinates as when they were understood and appreciated by their leaders. The subordinates may feel motivated and satisfied with their jobs and may reciprocate by being conscientious. In addition, EI of managers has been correlated positively with altruism of the subordinates.

Harmer (2007) in Australia conducted a pilot study among 60 workers to assess the relationship between OCB, EI and spirituality and found all three are significantly related. Korkmaz and Arpacı (2009) examined the relationship of OCB and EI in Turkey and found that EI of leaders can drive specific factors of OCB among employees (conscientiousness, altruism and civic virtue). Salarzahi *et al.* (2011) studied 122 staff of a medical university in Iran to establish a relationship between EI and OCB. The results show that there is strong statistical relation between EI and OCB and factors such as conscientiousness and altruism have strong relations with EI. James *et al.* (2010) studied the OCB and EI among sixty executives from an industry in India and found that OCB is positively correlated with EI.

On the contrary, some studies could not establish a relationship between the two. Pasanen in his study found that EI was not a predictor of OCB. Similarly, Sitter found level of EI has an insignificant relationship with OCB. Chin *et al.* (2011) in their Malaysian based study could not find a relationship between EI and OCB.

Based upon the review of literature, especially the studies linking EI with OCB have showed conflicting results. Therefore, in line with the theoretical discussion researchers suggest that the results might further support the linkage between EI and OCB.

As one of the objectives of this research is to examine the role of demographics so before going to the next section of methodology, it will be relevant to examine some of the researchers that have discussed the role of demographical and organizational variables especially gender, age, job title and no. of years of experience have any significant impact on EI.

Researches on demographics: Several studies in leadership, organizational behavior and management have discussed the role of demographics on the leadership style, OCB, organizational culture and commitment. Chifang in their study on leadership style and job satisfaction among faculty have found that job satisfaction tended to increase with age, no. of years of experience, level of education and the job title. The study reported higher job satisfaction for male, married and those who did the administrative jobs. Within the context of the present study, Boncher (2003) suggests that gender revealed statistically significant interactional effects for understanding emotions. Brook however, found that job tenure did not have a significant impact on EI. On the other hand, Langhorn (2004) found experienced managers had a lower level of EI than lesser experienced managers. He also found that age has no effect on EI. Dolcos found that older people tended to be a better at regulating and controlling their emotions comparative to the younger. Similarly, Chipains found that there is positive and significant correlation with the level of EI and age. However, Lim (2004) found that age has no effect on EI. Moreover, Alloway (2004) found that there were significant differences in the level of EI as EI was said to increase after 40 years. At corporate level, senior level managers scored high level of EI as compared to middle level managers. Chin *et al.* (2011) found that EI has a positive and significant relationship with age, length of employment and among various departments of manufacturing sector enterprises. However, no gender difference could be established. Kao *et al.* (2006) studied the relationship between leadership style and demographic characteristics among Taiwanese executives. Result indicated that leadership style had positive correlation with age, job title and years of working within company. However, negative correlation exists with the executives' educational level.

Similar findings were narrated in a study of school leaderships in Pakistan and it was found that gender, monthly income, age, job title, years of experience were significantly correlated with leadership style (Tatlah *et al.*, 2010).

Conclusively, the above mentioned demographical review of literature therefore provide a background and justification to design the second objective of this research.

MATERIALS AND METHODS

Instrument: The multidimensional instrument in three parts was used for this study to capture the information on emotional intelligence and organizational citizenship behavior. On 5-point Likert scale (Table 1), the

Table 1: Reliability and quality control statistics

	Mean±SD	Cronbach alpha (α)	Original items	Items retained	Sources
Emotional Intelligence	3.10±1.07	0.92	31	9	Palmer and Stough (2001)
Organization citizenship behavior	3.31±1.10	0.90	24	10	Podsak <i>et al.</i> (1990)

demographical data was provided in the part one of the questionnaire and consists of questions based upon nominal and ordinal scale.

The measures: The current study examines relationship between EI and OCB using a recently developed measure of workplace emotional intelligence. The Swinburne University Emotional Intelligence Test (SUEIT) developed by Palmer and Stough (2001) provides a total emotional intelligence score as well as scores on 5-factors such as emotional recognition and expression. It is the ability to identify one's own feelings and emotional states and the ability to express those inner feelings to others (Gardner and Stough, 2002); emotions direct cognition, the extent to which emotions and emotional knowledge are incorporated in decision making and/or problem solving; understanding of emotions (external), the ability to identify and understand the emotions of others, emotion management, the ability to manage positive and negative emotions within both oneself and others; finally, emotion control. As how effectively emotional state experience at work such as anger, stress, anxiety, frustration are controlled. The SUEIT is 1 dimensional model represent a set of related abilities concerning how effectively emotions are dealt within the workplace (Gardner and Stough, 2002). The workplace SUEIT comprises of 64 items full version responded to on a 5-point Likert scale, However for this study, researchers used concise version consisting of 31-items yield a total EI score that further sub divided into five subscales. The reliability of the instrument is generally good with Cronbach's alpha reported as 0.85 whereas test-retest reliability is estimated between 0.82-0.94.

The instrument to measure organizational citizenship behavior developed by Podsakoff *et al.* (1990) was used to measure contextual performance. The 32 item scale measures five dimensions of OCB. Sportsmanship, it refers to putting up with minor inconveniences and not always finding fault with the organization. It has a negative and significant relationship with understanding others emotions, emotion direct cognition, emotional management and emotion control. Since, it is negatively related it indicates that employees are not willing to put with minor inconvenience and they are always findings fault with the organization. These situations that

happened have a negative impact on their working attitude (Mignonac and Herrbach, 2004; Weiss and Cropanzano, 1996). Conscientiousness refers to punctuality in attendance, use of work time and adherence to rules. It includes such elements as self-discipline carefulness and thoroughness. In term of EI dimension, understanding other emotions, emotions direct cognition and emotion control have a positive and significant relationship with conscientiousness. Civic virtue relates to keeping with the developments of the organizations. Civic virtue has a positive and significance correlation with understanding other emotions and emotions direct cognition. It indicates that employees do care for their organizations' properties and they would not in any way harm these properties.

Courtesy refers to consulting people who would be affected by a decision. Courtesy has a positive and significant relationship with emotional recognition and expression, emotions, direct cognition and emotional control. Finally, altruism refers to the act of helping other fellow employees who are behind in their work. This help is voluntary. Altruism has a negative and significant relationship with emotional recognition and expression but positive and significant relationship with other dimensions of EI.

The sample: The 150 questionnaires were sent to the executives of the various SMEs in the capital area where most of the businesses are located. Out of them, 108 questionnaires were returned. Seven of them were found not to be filled-in by the executives and were dropped from the final stage. The responses of 101 were retained making the response rate to 67% sufficient enough to draw a logical conclusion. The basic statistics and reliability coefficient are shown in the Table 1.

RESULTS

Data obtained from the survey were analyzed using descriptive statistics, factor analysis as well as correlation and regression analysis by using SPSS version 17, a well-known statistical package.

Background profile: The background data of executives as well as their organizational profile is shown in Table 2. that describes the characteristics of respondents. Majority is male and young executives within age group of 36-40 years and possesses 11-15 years of experience. Similarly, majority of the respondents are from wholesales/retailer business sector and 26% of the employees belong to the business enterprises that have total number of employees around 10.

Table 2: Demographical data

Variables	Description	Percentage
Gender	Male	65
	Female	35
Age	Between 25-30	25
	Between 31-35	20
	Between 36-40	50
	>45	5
Job title	1st level managers	56
	2nd Level managers	30
	Senior executives	14
	Advanced diploma	44
Educational qualifications	First degree	30
	Grad. diploma	20
	Post grad. Degree	6
Type of business	Wholesales/retailers	40
	Travel/shipping	8
	Manufacturing	4
	Services/consulting	6
	Bank/insurance	10
	Construction	6
	Food/hospitality	6
	IT Sales and Supplies	20
No. of employees	At least 10	26
	Between 10-50	40
	>51	34
No. of years of experience	1-5 years	30
	6-10 years	23
	11-15 years	32
	>15 years	16

Validity and reliability: In order to assess the validity and reliability, tests were performed in this study. For getting the reliability of the questionnaire the coefficient of Cronbach (1951)'s alpha were taken into account. Minimum Cronbach's alpha value of above 0.90 indicates excellent reliability of the instrument.

During the initial screening of conducting reliability tests the items were dropped because of low corrected item total correlation which was <0.40, the cut-off value suggested (Hair *et al.*, 1998). The remaining items were applied the factor analysis subjected to principal component analysis by using varimax rotation, in addition to considering kaiser-normalization as techniques of rotation to examine both the individual items and the relationship among them (Hair *et al.*, 1998). All the items that were loaded on more than one factor at cut-off value of 0.40 were eliminated from the constructs. The final instrument capturing 10-items measuring citizenship behavior after factor analysis is shown in Table 3.

Using the guidelines of Hair *et al.* (1998) as mentioned before, researchers have removed items that are loaded >0.40 on more than one factor. The sportsmanship was measured on 1 item was also eliminated from the final solution. The total 9 items were retained with 4-factor solution. Similarly the final instrument capturing 10-items that measures emotional intelligence after the factor analysis is shown in Table 4.

Table 3: Final items retained on OCB construct after varimax rotation

Items	Construct	Mean
I tried to avoid creating problems with coworkers*	Sportsman	3.42
G. Mean		3.42
I attend meetings that are not mandatory but are important	Courtesy	3.48
My attendance at work is above normal	Courtesy	3.77
I always find fault with what the organization is doing	Courtesy	3.90
G. Mean		3.71
I am always ready to lend a helping hand to those around me	Civic virtue	3.42
I help others who have been absent	Civic virtue	3.07
G. Mean		3.24
I attend functions that are not required of me but which is important to organization's image	Altruism	3.62
I don't abuse the rights of others	Altruism	3.14
G. Mean		3.38
I don't take break or extra time away from work	Conscientiousness	3.16
I obey rules and regulations even when no one is watchin	Conscientiousness	3.12
G. Mean		3.14

*The single item measuring sportsman ship was eliminated from the final solution

Table 4: The final items retained on EI construct after varimax rotation

Items	Construct	Mean
I fail to recognize how my feelings drive my behavior at work	Emotional Self control	3.34
I am aware of my mood state at work	Emotional Self control	3.30
G. Mean		3.32
I respond to events that frustrate me appropriately	Emotional self awareness	3.07
I find it difficult to identify my feelings on issues at work	Emotional self awareness	3.35
G. Mean		3.21
I express how I feel to the wrong people at work	Emotional expression	3.89
I fail to handle stressful situation at work effectively	Emotional expression	3.15
When I am under stress, I become impulsive	Emotional expression	3.55
G. Mean		3.53
I fail to identify the way people respond to me when building rapport	Emotional awareness of others	3.68
I am effective in helping others feel positive at work	Emotional awareness of others	3.20
I gain stakeholders commitment to decisions I make at workplace	Emotional Awareness of others	3.01
G. Mean		3.29

Convergent and discriminant validities were assessed via factor analysis by taken in the account the total variance as explained by each construct. Table 5 shows the inter-constructs correlation and diagonal represents the variance. The variance >0.50 suggests a sufficient validity and parsimony of the instrument. The internal consistency (Cronbach alpha) of this instrument and its subscales and the alpha value is shown in Table 2.

Table 5: Inter-constructs correlation

Constructs	1	2	3	4	5	6	7	8
Self-awareness (1)	1.00							
Emotional expression (2)	0.27*	0.64						
Emotional awareness of others (3)	0.26*	0.82**	0.60					
Emotional self-control (4)	0.21*	0-15	0.18	0.60				
Courtesy (5)	0.30*	0.75**	0.85**	0.25*	0.58			
Conscientiousness (6)	0.38*	0.72**	0.85**	0.38*	0.74**	0.59		
Civic virtue (7)	0.32*	0.75**	0.85**	0.22*	0.85**	0.85**	0.65	
Altruism (8)	0.25*	0.82*	0.86**	0.21*	0.87**	0.87**	0.82	0.68

Diagonal represents the total variance explained; *Shows significant values at $p < 0.05$, **Shows significance at $p < 0.00$

Table 6: Results of ANOVA test for demographical and organizational variables with EI

Variables	F-test	Significance	Remarks	Explanation on post Hoc
Gender	3.050	$p > 0.05$	Insignificant	-
Age	92.481	$p < 0.05$	Significant	Difference in > 45 and between 25-30 years of age
Job title	81.190	$p < 0.05$	Significant	Difference in Senior executives and 1st-level
Educational qualifications	146.950	$p < 0.05$	Significant	Difference in all
Years of experience	221.320	$p < 0.05$	Significant	Difference in 1-5, 11-15 and > 15
Types of business	81.520	$p < 0.05$	Significant	Wholesale/retail, IT, Bank and Insurances

In line with the principles of multivariate data analysis, researchers conducted a zero order correlation between the various items of emotional intelligence and of organization citizenship behavior as shown in Table 5. The correlation provides directional support for the predicted relationship and shows that co-linearity among the independent variables are within the acceptable range (Hair *et al.*, 1998).

In order to answer the second objectives of the study as to find the relationship of demographical and organizational data with the EI, researchers conducted the ANOVA test with Tukey post-hoc comparison by using SPSS. Table 6 showed the result of ANOVA.

DISCUSSION

The one of the objectives of the present study was to examine the relationship between OCB and EI among executives of Bruneian SMEs. The study found that EI was correlated positively with all the dimensions of the OCB thus fulfilling the first objective. The findings of the study is generally consistent with the previous studies in literature review (Cote and Miners, 2006; Harmer, 2007; Korkmaz and Arpacı, 2009; James *et al.*, 2010; Salarzahi *et al.*, 2011). However, the results are in contrast with Chin *et al.* (2011). In case of Chin *et al.* (2011), this might be due to small sampling frame.

In term of analysis of individual items of EI and OCB, the courtesy have a positive and significant relationship with emotional expression and emotional awareness of others and have moderate but significant correlation with self awareness and emotional self control. The result supports Chin *et al.* (2011) that further indicates that employees do care for their colleagues and will lend a helping hand as and when required. This is a positive aspect in term of organizational efficiency.

Conscientiousness that refer to the norms and work practices such as regulatory and adherence to rules have strong relationship with all the four dimensions of EI, however comparatively strong correlation exists between emotional expression and emotional awareness of others than the self-awareness and emotional self-control. The finding further endorses that employee do take care and support in their research (Chin *et al.*, 2011). Researchers further agree that high level of conscientiousness would lead to the stability of the organization (ibid).

In this study, sportsmanship was not included as one of the main dimensions measuring OCB and because of only one item retained after factor analysis, it was eliminated from the final solution. Sportsmanship refers to putting up with minor inconveniences and finding fault within organization. Being negatively related its non-significance further indicate that executives of Bruneian SMEs do not look forward to find fault within the organization, the dimension that could make them uncomfortable. This is a unique finding of the executives of SMEs that further need to be explored in depth. However, the findings do not support Chin *et al.* (2011), Mignonac and Herrbach (2004) and Weiss and Cropanzano (1996).

As far civic virtue dimension of OCB is concerned, it has a positive and significant correlation with all the dimensions of EI and further indicate that executives of these SMEs do care for their organizational assets and try to safeguard them at their utmost. The findings support Chin *et al.* (2011).

Finally, Altruism that refers to the voluntarily helping others who are behind in their study. This behavior shows that executives care for their colleagues and would always lend a helping hand. The findings partially support Chin *et al.* (2011) who found that altruism has negatively significant relationship with EI. The results show that

significant and positive relationship exists between altruism and all dimensions of EI. This further supports the notion that executives who scored higher in EI tend to help other colleagues who face problems in their work place (Salarzahi *et al.*, 2011). In other words, individuals with high EI and advanced OCB are more able to continue work even in the worst conditions.

Demographical and organizational variables with EI: In order to establish the role of demographical and organizational variables with EI to fulfill the second objective of the study, ANOVA test with post-hoc comparisons were conducted through SPSS (Table 6). The gender and level of emotional intelligence are insignificant in the study. This is in contrast with study results who have found that females are emotionally more intelligent compared to their male counterpart (Boncher, 2003). This might be due to the reason that 65% participants are male compared to 35% females. Age on the other hand has a positive and significant relationship with EI. The post-hoc comparison shows the difference is found in >45 years of age and within age 25-30 years. The result further supports Dolcos (2008) who found that older people tended to be better at regulating and controlling their emotions than those who are younger. The results also support Chin *et al.* (2011). However, the findings are in contrast with Langhorn (2004) and Lim (2004) that they could not find any impact of age to the EI.

Similarly, emotional intelligence has a positive and significant relationship with the year of experience as shown in Table 6. The post-hoc comparisons found difference among 1-5 years, 11-15 and >15. This further strengthens the notion that longer the executive works in the organization, the more he or she is comfortable with the environments. The findings support Alloway (2004) and Chin *et al.* (2011).

The educational qualifications have reported a significant relationship with the EI. This variable up to

the knowledge was not studied in the previous studies on the EI and OCB. Studies on leadership provided evidence, however the result was in contrast with Kao *et al.* (2006). In addition, the job title has a significant impact on executives' EI. The post-hoc comparison shows a significant difference in between various categories of job title such as junior, middle and senior level of managers. Results support Chin *et al.* (2011) where it was found that senior executives had a higher level of EI than the junior executives. Finally, the results have shown a significant difference of EI among types of business. The post-hoc comparisons have shown a difference in wholesale/retail business sector and in service sector. This might be due to the reason that in Brunei, service sector is organized by professionals who are educated as compared to the wholesale and retail business sector and as educational qualifications were reported to be significantly related with EI. Therefore, this difference can be further noticed on this basis. Chin *et al.* (2011) do not measure on the basis of the business types but on the basis of inter-departmental level and found that some department like administration have highest level of EI rather than staff from maintenance department.

As stated before, the study is motivated by the Malaysian study conducted by Chin *et al.* (2011). Researchers therefore draw some comparison between the two. Table 7 shows the indicators. It is obvious that both the studies use the same instrument to measure EI and OCB but provides the different results, especially in measuring the relationship between EI and OCB. While significance numbers of studies have reported strong and positive relationship exist between EI and OCB Malaysian' study could not support this. This aspect of non-significance need to be addressed in detail in future studies. The plausible explanation might be due to the sampling frame as the study is limited to only one business sector (manufacturing). Another reason in conflicting results might also be due to the fact that

Table 7: Comparison of current study with Malaysian study

Parameters	The study	Malaysian study (Chin <i>et al.</i> , 2011)
Year	2011	2009
Sample size	101	96
SMEs selection	8 different types of SMEs	One business sector manufacturing
Measures of EI	Palmer and Stough (2001)	Palmer and Stough (2001)
Measures of OCB	Podsakoff <i>et al.</i> (1990)	Podsakoff <i>et al.</i> (1990)
Reliability and validity	Confirmed	No evidence
Correlation between EI and OCB	Confirmed (r = 0.75, Sig.)	Not confirmed (r = 0.11, Not Sig.)
Relationship between demographical and organizational variables and EI		
Gender	Not supported	Not measured
Age	Significance	Significance
Years of experience	Significant	Significant
Job title	Significant	Not measured
Educational qualifications	Significant	Not measured
Business type	Significant	Not measured

present study reflecting Bruneian SMEs has some business and cultural similarities with their Malaysian counterpart is conducted after the lapse of 2 years. This time frame itself is sufficient to bring change in the executives' knowledge, skill and improved functioning that has changed the findings. Researchers are sure that any longitudinal research endeavor will support the proposition.

CONCLUSION

The overall results show that both emotional intelligence and organizational citizenship behavior are significantly correlated. Secondly, the EI is strongly related to the various demographical and organizational variables. In this regards, the study not only support the previous researches in SMEs and adds to the knowledge but also has fulfilled the both of the objectives of the study.

The reliability of the instruments used to measure EI and OCB were also confirmed as the results further strengthen the parsimony of the instrument. However, the original instrument was reduced after the factor analysis so in their final stage the OCB is measured on 9-items construct and EI is measured on the 10-item construct. Both the constructs explained >50% of the variance so researchers can use this instrument for the future studies especially within Bruneian context.

The study has some weaknesses and is based upon self-reported measure which is always liable for response bias and the study is limited to this aspect. Future studies especially longitudinal and/or cross-cultural with addition of variable such as marital status, income level and also including employees may add new dimensions within the context of EI and OCB.

PRACTICAL SIGNIFICANCE

The study provides an insight of the Bruneian SMEs. As such majority of the SMEs are resources deficient especially in the Human Resources (HR) and experiences shortage and retention of the staff, the findings of this study might help the senior management in devising the long term HR plans. By investing on the HR side the SMEs could further geared up their productivity and to gain competitive advantage. Through proper training in the skills especially in self-awareness, self-regulation, motivation and social skills could further improve the overall working climate.

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