

Impact of Emotional Intelligence on Organizational Citizenship Behavior of Staff Employees: Selected ABC Bank Branches in the Colombo District

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Abstract

Any organization's success or failure is highly dependent on the performance and behavior of its employees. Their patterns of behavior run like a fabric through the entire machinery of the organization. Employees who performed beyond their organizational expectations have such behaviors called "Organizational Citizenship Behavior". Prior literature has demonstrated that the staff employees' low level of organizational citizenship behavior has had an impact on different negative consequences within the organization. Further, the researcher has discovered that when employees improve their emotional intelligence, they can enhance their organizational citizenship behavior simultaneously. Therefore, this study was conducted to evaluate the impact of emotional intelligence on the organizational citizenship behavior of Staff employees of ABC Bank branches in the Colombo District. The total staff employees of all the ABC branches in the Colombo District were identified as the total population of this study, and a sample size of 320 staff employees was selected by the researcher. The sample size was selected by using the convenience sampling technique. The quantitative data were analyzed by using descriptive statistics and inferential statistics through SPSS software. Further, this study's conceptual framework was also identified as a fitted model. Finally, the researcher has suggested some recommendations for staff employees to improve their emotional intelligence dimensions in a significant manner.

Keywords: Emotional Intelligence, Emotional Quotient, Organizational Citizenship Behavior, Self – awareness, Relationship management

1. Introduction

1.1 Introduction to the Study

Human resources are the heart of any organization, and it is the main driving force that affects its success; Every employee is expected to perform specific job roles according to their job descriptions effectively (Sinha, 2020). However, what is more important is the behavior of employees who perform beyond their job roles, such behavior is known as Organizational Citizenship Behavior (Toke, 2022). OCB helps organizations to accomplish their targeted objectives and achieve competitive advantage (Toke, 2021). Nevertheless, Gupta (2021) explained that employees who exhibit low OCB can create different negative consequences for the organization; higher staff turnover and absenteeism rates, negative performances, low productivity, and excessive costs are examples of those negative consequences.

The researcher has observed these negative consequences in the Bank industry and identified those as the main symptoms of the problem. Further researchers have identified that these symptoms will directly affect to the productivity of the organization.

Rezaei et al., (2014) explained that employees' "Emotional Intelligence" (EI) can be utilized to overcome these consequences. EI provides the ability for employees to recognize and understand their human emotions and those employees can work with their co-workers effectively to achieve the desired goals and objectives of the organization (Keiling, 2022). Further, Vashisht, (2017) mentioned employees with strong EI can improve their abilities to become good citizens within the organization.

Numerous researchers have conducted their studies on this topic in different areas; Narayanan, (2016), Balouch & Fathollahzadeh,(2015), Vashisht, (2017) & Saedi & Khazaei, (2016); manufacturing, universities, hospitals, and health insurance firms. However, Rezaei et al., (2014) conducted their study on the employees of Sepah Bank branches in India, but no empirical findings are supporting this phenomenon which is the impact between emotional intelligence and organizational citizenship behavior in the bank industry of Sri Lanka. Thus, Overstreet and Overstreet (2017) suggested that future researchers should conduct their studies on how leaders' EI impacts the organizational climate beyond job-

related affective wellbeing and OCB of employees. There is no empirical study conducted on this concept to date, therefore, the researcher has identified those gaps throughout this study.

1.2 Research Problem

The main problem of this research is numerous negative consequences will affect on the productivity of the banking industry. Therefore, the researcher has narrowed down the main problem into a researchable problem, where the employees' low level of OCB has made an impact on different negative consequences within the organization. According to Bolino et al. (2010), OCB and citizenship pressure have a positive correlation. Numerous studies have defined employees' OCB levels and turnover rates as negatively related. Paillé (2013) defined that employees with low OCB levels are more likely to leave the workplace than those with high OCB levels. Further, Bolino et al. (2013) mentioned that employees who hesitate to support another employee in achieving organizational goals are more likely to identify as dissatisfied.

According to Paille, cited in Podsakoff et al. (2009), the overall OCB toward the organization and intention to leave are inversely correlated ($r = -0.22$), indicating that the more employees perform OCB, they are less likely to leave the organization. Further Koys (2001) explained employees' low OCB levels can lead to higher staff turnover and absenteeism rates.

As per the prior findings, the researcher can establish that employees' low OCB level significantly impacts different negative consequences within the organization. According to Vashisht (2017), strong "emotional intelligence" among employees can significantly increase their OCB level. EI is critical when developing a culture in which employees can perform beyond the "call of duty". Further, Alfonso et al. (2016) explain that an individual's EI positively influences OCB aimed at both individuals and organizations.

Under this study, the researcher is intended to evaluate the impact of Emotional Intelligence on the Organizational Citizenship Behavior of Staff employees in the bank industry. Therefore, the researcher has raised the research problem as the Staff employees' Organizational Citizenship Behavior has made an impact on different negative consequences within the organization.

1.3 Research Objectives

1. To evaluate the relationship between Self-awareness and OCB
2. To evaluate the relationship between Self-management and OCB
3. To evaluate the relationship between social awareness and OCB
4. To evaluate the relationship between Relationship Management and OCB

1.4 Research Questions

1. Whether there is a relationship between Self-awareness and OCB?
2. Whether there is a relationship between Self-management and OCB?
3. Whether there is a relationship between social awareness and OCB?
4. Whether there is a relationship between Relationship Management and OCB?

2. Literature review

2.1 Organizational Citizenship Behavior

OCB is identified as a mechanism that ensures organizational congruence and success which helps staff members to maintain a favorable work environment within the organization (Rüya Ehtiyar et al., 2010). Organizational Citizenship Behavior is identified as “Extra-Role behavior”, that employees perform towards the benefit of the company, which goes beyond their role expectations (Sharma & Jain, 2014). Abolaji Olugbenga (2014) explained that employees who exhibit more OCB are the individuals who go above and beyond for their organization and provide the necessary support for the overall functions of the organization.

Rezaei et al. (2014) explained two common characteristics of OCB; (1) citizenship behaviors are not directly improvable - not a part of an individual's job and (2) citizenship behaviors result from the unique efforts and contribution of employees that the organization expects from them to achieve success. Lo & Ramayah (2009) explained; individual contribution that goes beyond the scope of their positions, where a formal reward system does not exist to reward is referred to as role and extra-role behavior.

2.1.1 Dimensions of Organizational Citizenship Behavior

Altruism - According to Organ as cited in Gaddis (2016), Nadiri and Canova (2010), Koys (2001), Hakim et al. (2013), Alfonso et al. (2016), Yeh Ying and Ken Tzu Ting (2013), Modassir and Singh (2008), Doshmanziari and Doshmanziari (2016), Tofighi et al. (2015), and Abdi (2014) altruism is explained as a behavior assisting another co-worker who experiences difficulties with their work, which benefits the organization in long-run.

Courtesy - Khalili (2017) defined employee should demonstrate initiative – taking behaviors to avoid conflicts within the organization. Further, Hakim et al., (2013) described courtesy as an aspect of behavior where the employees adhere to the organizational rules and regulations to avoid work-related conflicts. Balouch & Fathollahzadeh, (2015) explained employees should exhibit pleasant behaviors toward other employees.

Civic virtue - Lo & Ramayah, (2009) mentioned, an obligation of subordinates to engage in the company, by attending meetings that are not required by the organization and adapting to the changes made by the organization. Rezaei et al. (2014) mentioned that this includes behavior like assisting with the development of functions and acquiring the knowledge to increase the awareness of other employees.

Conscientiousness - Numerous research studies have explained conscientiousness as employees who perform more job duties than the requirement by the organization Balouch et al.,(2015), Nadiri & Tanova, (2010), Rezaei et al., (2014), Alfonso et al., (2016), and Modassir & Singh, (2008). Further, Koys (2001), defined conscientiousness as employees performing in-role behaviors.

Sportsmanship - Employee willingness to accept and tolerate inconvenience and unavoidable situations without complaining about the difficulties experienced (Vashisht, 2017). Employees who exhibit more sportsmanship behavior have positive attitudes and do not complain about inconvenient situations they have experienced Balouch & Fathollahzadeh, (015), & Nadiri & Tanova, (2010).

2.2 Emotional Intelligence

Emotional Intelligence is the capability of understanding one's emotions and other employees' emotions and managing emotions successfully. Goleman et al., (2002),

Rezaei et al., (2014), Hosseini & Zirak, (2016), and Narayanan, (2016). According to Jambheshwar, (2014), EI can be about being a nice person to other people whereas some people consider EI as a dilemma. According to Ahuja, as cited in Soltani et al. (2015) and Ang Chooi Hwa and Amin (2016), employees who can understand themselves and other employees, control their emotions, and react immediately to changes, can perform their tasks more effectively.

Emotional Intelligence enables a leader to create an emotional connection with others to influence them to exhibit behavior beyond the scope of their roles (Gaddis, 2016). Further Van Kleef et al. (2011) explained employees should be aware of how to express their emotions toward other employees to influence them socially. Reviewing the literature, James et al. (2010) mentioned two aspects of emotional intelligence; Self-mastery job capabilities that include confidence, trustworthiness, and initiative that create exceptional performance and Relationship skills like empathy, team spirit, and leadership may arise.

Emotional Intelligence has two models (A. P. Singh, 2017); Trait emotional intelligence and Ability emotional intelligence. The trait model of EI Petrides et al., (2007) was developed under trait theory which evaluates how employees should understand their emotional abilities. Petrides et al., (2011) explained this model function as a role of self-perception of individuals that can be measured by conducting self-reports. Further, A. P. Singh (2017) mentioned this Trait EI model can be conducted to understand an individual's personality whereas this model is significantly dependent on an individual's personality characteristics.

2.2.1 Dimensions of Emotional Intelligence

Self-awareness - Daniel Goleman, cited in Hakim et al. (2013), described self-awareness as an ability of an individual to recognize their emotions, understand the impact of their emotions, and how they utilize their emotions to make their own decisions. Further, Saeedi and Khazaei, (2016) mentioned self-awareness as consciousness, which means employees should have a deeper understanding of their emotions, strengths, weaknesses, and motives that affect their careers.

Self-management - Self-management is the ability to control our own emotions and other employees' emotions effectively, as defined by Goleman cited in (Rezaei et al., 2014). Further, Hakim et al. (2013) explained this as how we deal with our own emotions and other employees' emotions. According to Jafari & Shapoori

(2018), the components of measuring self-management are discussing problems with other employees, preventing unnecessary problems, developing the capacity to regulate emotions, using cognitive processes to manage emerging situations, and achieving desired outcomes for self-motivation.

Social awareness - Rezaei et al. (2014) defined the ability to understand and recognize our co-workers' emotions and behaviors that affect the overall effectiveness of the organization. Social awareness is the ability to recognize other employees' emotions and actions and raise awareness of what is going on around them (Balouch & Fathollahzadeh, 2011). The components of measuring social awareness are understanding and recognizing the body language of other employees, listening to them carefully, and providing feedback to employees for their outstanding performances (Jafari & Shapoori, 2018).

Relationship management – As described by Goleman, cited in Rezaei et al. (2014), and Saeedi and Khazaei (2016), relationship management is an employee's ability to interact with other employees, influence them, adapt to working cultures, communicate effectively, and overcome disputes within the organization. Relationship management is the ability to manage emotions while working with other employees, integrate work processes smoothly, and maintain positive relationships with other employees according to Hakim et al., (2013).

Further, Jafari & Shapoori (2018) described emotional handling as measured by components like supporting other employees, demonstrating positive feelings, and maintaining positive relationships within the organization.

2.3 Emotional Intelligence and Organizational Citizenship Behavior

Employees' EI can recognize their own emotions and other employees' emotions and helps to improve better relationships with other employees to create a positive working environment (Alfonso et al. 2016). Abdi (2014), indicates that there is a significant relationship between individuals' emotional intelligence and their citizenship behaviors. Saeedi and Khazaei (2016), found that there is a positive impact of emotional quotient on OCB according to the simple regression results. Further, their study defined Emotional Intelligence as the emotional quotient.

Khalili (2017), mentioned individuals with higher levels of EI demonstrate a higher level of citizenship behavior by volunteering and encouraging other employees to perform better within the workplace. According to Cote and Miners, cited in Yeh

Ying and Ken Tzu Ting (2013), employees with a higher level of EI are more likely to exhibit a higher level of citizenship behaviors within the organization.

According to Khalili (2017), EI is used to observe and control emotions to enhance employees' OCB successfully. Narayanan (2016) considered Emotional Intelligence a crucial element in controlling the relationship between employees and management with organizational citizenship practices. Furthermore, Jain (2012) explained that EI plays a role in enhancing OCB performance.

2.3.1 Dimensions of Emotional Intelligence and Organizational Citizenship Behavior

Saeedi and Khazaei, (2016) examined the impact of Emotional Intelligence dimensions on the OCB of employees in a healthcare insurance firm. According to the results, they discovered that the main four dimensions of EI; Conscientiousness (Self-awareness), Self-management, Social-awareness, and Relationship Management positively impact OCB. Further, Sahafi et al. (2011) examined that there is a positive impact of empathy (social awareness) and self-control (self-management) on OCB. Gaddis (2016), described the empathy dimension as having a positive impact on OCB and the Self-management dimension as having a negative impact on OCB.

The dimensions of EI; Self-awareness, Self-management, and Empathy have a positive relationship with the OCB of employees (Korkmaz & Arpacı, 2009). Naghdi and Shatalebi (2013) evaluated the dependability of Organizational Citizenship Behavior by using emotional intelligence dimensions. According to the results, they found there is a positive impact of initiative-taking, self-awareness, and social awareness on OCB. Furthermore, Turnipseed and Vandewaa (2012) also found that there is a significant relationship between OCB and all dimensions of Emotional Intelligence.

2.4 Significance

Individuals with a strong EI and who exhibit high OCB tend to support other employees who struggle to achieve their targets, and those individuals perform beyond their job descriptions to achieve the organization's success (Saeedi & Khazaei, 2016). Employees directly contribute to the success of the organization when they exhibit more OCB within the workplace (Vashisht, 2017). Sharma and

Jain (2014), described OCB as human behavior that every employee should study to perform better within the organization. Therefore, this research indicates that the dimensions of EI can improve employees' commitment to the organization's success. Individuals who engage in social activities should be emotionally intelligent to effectively work with other employees in such situations (Saeedi & Khazaei, 2016). Considering the results of Abolaji Olugbenga (2014), the researcher emphasized that this study helps organizations to recruit people with a higher level of EI who can exhibit more OCB among co-workers. Therefore, this research would help organizations to identify their best employees who exhibit a higher level of citizenship behavior within the workplace. Further, no empirical evidence that supports this phenomenon in Sri Lanka's Bank sector, further this study helps employees to enhance their knowledge of subjects like Emotional Intelligence and Organizational Citizenship Behavior in a greater direction.

2.5 Hypothesis

H1 – There is a relationship between Self-awareness and OCB

In the literature review chapter, it stated that there is a direct relationship between Self-awareness and OCB. Turnipseed & Vandewaa, (2012) and Korkmaz & Arpacı, (2009), mentioned that there is a significant and positive relationship between Self-awareness and OCB. The findings of this study will indicate that Self-awareness has a significant and moderate positive relationship with Organizational Citizenship Behavior.

H2 – There is a relationship between Self-management and OCB.

Literature from prior studies, Sahafi et al., (2011), Balouch & Fathollahzadeh, (2015), and Turnipseed and Vandewaa (2012), justified the above relationship between these two variables accordingly. The dimensions of EI; Self-awareness, Self-management, and empathy have a positive relationship with the OCB of employees (Korkmaz & Arpacı, 2009).

H3 – There is a relationship between social awareness and OCB.

The literature of this study demonstrated that the empathy (Social Awareness) dimension has a positive impact on OCB (Gaddis, 2016). The researcher has also justified this statement by using the results of this study. The result of this study

will indicate that Self-awareness has a significant and moderate positive relationship with Organizational Citizenship Behavior.

H4 – There is a relationship between Relationship Management and OCB

According to Saeedi and Khazaei, (2016), there is a significant and moderate positive relationship between relationship management and organizational citizenship behavior. Furthermore, Turnipseed and Vandewaa (2012) also found that there is a significant relationship between OCB and all dimensions of EI.

2.6 Conceptual Model

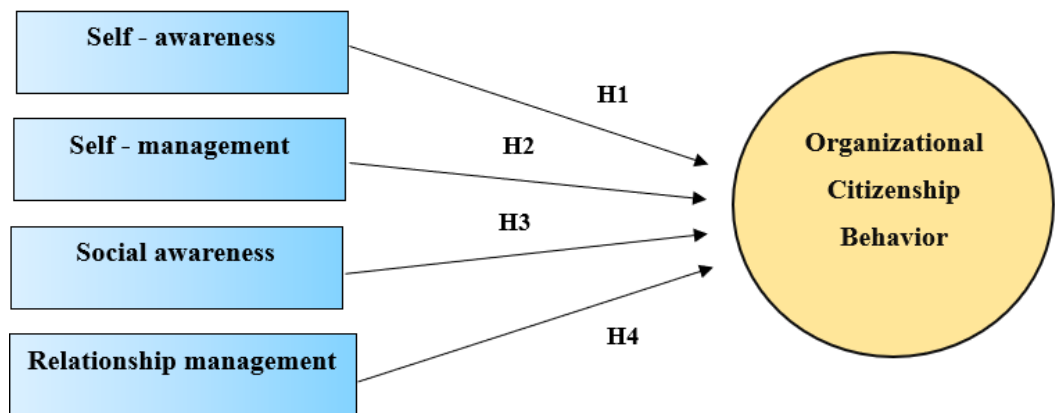


Figure 1: Conceptual Model

3. Method

The structured questionnaire contains twenty-six close-ended questions including five demographic questions. P. M. Podsakoff et al. (1990), Nadiri and Tanova (2010), Paillé (2013), and Sharma and Jain, (2014) mentioned that these studies were used to develop the OCB measuring instruments like, data collection methods, questions, and analysis methods. EI measuring instrument was developed following the studies done by Boyatzis and Sala (2000), and Singh (2004). Furthermore, both instruments are measured by using a “five-point Likert scale” (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

3.1 Population

According to this study, the target population is the total number of staff employees who work in ABC Branches in the Colombo District. Further, this study's total population is 1800 Staff employees Annual report, (2022).

3.2 Sample

In the view of Louangrath and Louanglath(2017), a "Sample" is a representation of a population and is comprised of important characteristics that are like the population. According to this study, the targeted population is 1800 Staff employees, and 320 Staff employees were selected as the sample size for this research by using the Morgan table. Currently, 45 ABC Bank Branches are operating in the Colombo District, where the researcher has selected 20 ABC Bank Branches for this research.

3.3 Sampling Method

These branches were chosen based on the highest staff population. Stratified sampling method was used to select the 20 ABC Branches, whereas convenience sampling was used to select the 320 staff employees from the selected ABC branches.

4. Results

The features of the sample have been explained by using descriptive statistics (Trochim, 2021). Here, the researcher has used mean, frequency, percentage, range, standard deviation, and skewness as descriptive statistical methods.

Table 1: Analysis of Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	127	39.7	39.7	39.7
Female	193	60.3	60.3	100.0
Total	320	100.0	100.0	

4.1 Reliability Analysis

Table 2: Summary of Reliability Analysis

Variable	Cronbach's Alpha	Reliability	Conclusion
OCB	0.765	0.765 > 0.7	Reliable
Self – Awareness	0.754	0.754 > 0.7	Reliable
Self – Management	0.755	0.755 > 0.7	Reliable
Social Awareness	0.758	0.758 > 0.7	Reliable
Relationship Management	0.732	0.732 > 0.7	Reliable

Table 2 - All five variables' Cronbach's values were achieved greater than 0.7, which indicates that all the variables used in this study are more dependable and have achieved internal consistency. OCB variable is considered the most reliable variable that has the highest Cronbach's alpha value (0.765), and Relationship Management is considered the least reliable variable, with a Cronbach's value of 0.732.

4.2 Correlation Analysis

Table 3: Summary table for the Correlation between variables

Dependent Variable	Independent Variable	Spearmon's Correlation	Significance Level	Conclusion
OCB	Self – awareness	0.667	0.000	There is a moderate – positive relationship
	Self – management	0.647	0.000	There is a moderate – positive relationship

	Social awareness	0.646	0.000	There is a moderate – positive relationship
	Relationship management	0.674	0.000	There is a moderate – positive relationship

The strongest relationship between these variables is between relationship management and OCB, due to the 0.674 Spearman’s correlation between the two variables.

4.3 Regression Analysis

Table 4: Summary of Regression Model

Model Ssummary	
R Square	0.747
R	0.864
Adjusted R square	0.744

According to Table 4, the R square is 0.747, which is greater than 0.05 ($0.747 > 0.05$), therefore, it indicates that the fitness of this model is high. R square also explained that all four independent variables impact OCB by 74%. Since the adjusted R square is 0.744, it demonstrates that if we add one more independent variable to the model, the productive power of the OCB variable will decrease (if the adjusted R square is less than the R square).

Since the p-value is less than 0.05 ($0.000 < 0.05$) it indicates that the regression model can statistically predict the Organizational Citizenship Behavior (dependent variable).

Table 5: ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1208.242	4	302.060	232.579	.000 ^b
	Residual	409.105	315	1.299		
	Total	1617.347	319			

a. Dependent Variable: OCB

b. Predictors: (Constant), RM, SM, SA, SO

Table 6: Coefficient Table

Model		Unstandardized Coefficients B	Standardized Beta Coefficients	Significance	95% Confidence Interval for B	
					Lower bound	Upper bound
1	(Constant)	2.183		0.001	0.956	3.409
	SA	0.300	0.253	0.000	0.171	0.430
	SM	0.225	0.188	0.001	0.092	0.357
	SO	0.203	0.174	0.002	0.073	0.334
	RM	0.381	0.317	0.000	0.243	0.518
Dependent Variable: OCB						

Based on the regression model findings, the multiple regression model for this study can be developed as follows.

$$Y = Q_0 + Q_1 X_1 + Q_2 X_2 + Q_3 X_3 \dots$$

$$Y = 2.183 + 0.300(SA) + 0.225(SM) + 0.203(SO) + 0.381(RM)$$

4.4 Hypothesis Testing

Table 7: Summary of Hypothesis Testing

Hypothesis	Significance	Accept/Reject
H1 – There is a relationship between Self-awareness and Organizational Citizenship Behavior	0.000 < 0.05	Accept
H2 – There is a relationship between Self-management and Organizational Citizenship Behavior	0.001 < 0.05	Accept
H3 - There is a relationship between Social Awareness and Organizational Citizenship Behavior	0.002 < 0.05	Accept
H4 - There is a relationship between Relationship Management and Organizational Citizenship Behavior	0.000 < 0.05	Accept

H1 – There is a relationship between Self-awareness and OCB.

According to Table 7, the relationship between Self-awareness, and Organizational Citizenship Behavior (OCB) has a significant value that is less than 0.05 ($P = 0.000$). According to the significance value, the null hypothesis should be rejected (H_0), and the alternative hypothesis (H_1) should be accepted. The beta coefficient of Self-awareness is 0.253, which indicates that there is a 25.3% impact of Self-awareness on Organizational Citizenship Behavior (Table 16). Therefore, when the Self-awareness is increased by 1%, the employees' Organizational Citizenship Behavior will increase by 25.3% accordingly.

H2 – There is a relationship between Self – Management and OCB

According to Table 7, the relationship between Self-management and Organizational Citizenship Behavior (OCB) has a significant value that is less than

0.05 ($P = 0.001$). According to the significance value, the null hypothesis should be rejected (H_0), and the alternative hypothesis (H_2) should be accepted. The beta coefficient of Self-management is 0.188, which demonstrates that there is an 18.8% impact of Self-management on Organizational Citizenship Behavior. Therefore, when the Self-management is increased by 1%, the employees' Organizational Citizenship Behavior will increase by 18.8%.

H3 – There is a relationship between Social Awareness and OCB.

According to Table 7, the relationship between Social Awareness and Organizational Citizenship Behavior (OCB) has a significant value that is less than 0.05 ($P = 0.002$). According to the significance value, the null hypothesis should be rejected (H_0), and the alternative hypothesis (H_3) should be accepted. The beta coefficient of social awareness is 0.174, which demonstrates that there is a 17.4% impact of Social Awareness on Organizational Citizenship Behavior. Therefore, when Social Awareness is increased by 1%, the employees' Organizational Citizenship Behavior will increase by 17.4%.

H4 – There is a relationship between Relationship Management and OCB

According to Table 7, the relationship between Relationship Management and Organizational Citizenship Behavior (OCB) has a significant value that is less than 0.05 ($P = 0.000$). According to the significance value, the null hypothesis should be rejected (H_0), and the alternative hypothesis (H_4) should be accepted. The beta coefficient of Relationship Management is 0.317, which demonstrates that there is a 31.7% impact of Relationship Management on Organizational Citizenship Behavior. Therefore, when Relationship Management is increased by 1%, the employees' OCB will increase by 31.7%.

5. Discussion

The researcher's main purpose of this study is to evaluate the dimensions of Emotional Intelligence in increasing staff employees' Organizational Citizenship Behavior in ABC Bank branches in the Colombo District. Mainly, Emotional Intelligence was measured by four dimensions namely, Self-awareness, Self-management, Social Awareness, and Relationship Management, which are identified as independent variables of this study.

Considering the findings of previous studies, Rezghi Shirsavar and Souri (2015) mentioned that there is a positive relationship between Emotional Intelligence and Organizational Citizenship Behavior with a Pearson correlation of 0.770 and a significant value of 0.000 which is less than 0.05, indicating that this relationship is significant. There is a significant and positive relationship between Emotional Intelligence and OCB with a Pearson correlation of 0.687 and a significant value of 0.001 (Abdi, 2014).

According to, Balouch and Fathollahzadeh (2015), there is a positive Pearson correlation (0.483) between EI and OCB of staff employees at Islamic Azad University and, there is a significant relationship between EI and OCB since the significant value is 0.007, which is less than 0.05. In reviewing the results of the impact of the dimensions of Emotional Intelligence on Organizational Citizenship Behavior, Abdi (2014) mentioned that Self-awareness, and Organizational Citizenship Behavior have a positive relationship with a Pearson correlation value of 0.7 with a significant value of 0.001 which is less than 0.05, which indicates that the relationship between these two variables is significant.

According to this study, the Self-awareness, and Organizational Citizenship Behavior have a positive and moderate relationship, with a Spearman correlation of 0.667 and the significant value of this relationship is 0.000, which is less than 0.05 ($0.000 < 0.05$).

Therefore, Self-awareness and OCB variables are positively and significantly correlated. According to Jamshidi Avanaki and Khazaei (2014) Organizational Citizenship Behavior and Self-management have a positive correlation (0.433), with a significant value of 0.000, which indicates that the Organizational Citizenship Behavior and Self-management relationship is positively and significantly correlated. In this study, there is a positive and moderate relationship with the Self-management and Organizational Citizenship Behavior with a Spearman correlation of 0.647, with a significance value of 0.000.

Hence, Self-management and OCB variables are positively and significantly correlated. The Pearson correlation of Social Awareness and Organizational Citizenship Behavior is 0.58, which has a significant value of 0.000 which is less than 0.05. These results indicate that there is a positively and significantly correlated relationship between social awareness and OCB (Rezaei et al., 2014). According to this study, there is a positive and moderate relationship between

social awareness and Organizational Citizenship Behavior, with a Spearman correlation of 0.646, and a significance value of 0.000.

Therefore, there is a positive and significant correlation between social awareness and OCB. According to Abdi (2014), Relationship Management and Organizational Citizenship Behavior have a positive relationship, with a Pearson correlation of 0.686, which has a significant value of 0.001 which is less than 0.05. So, there is a positive and significant correlation between the two variables. In this study, the Spearman correlation between Relationship Management and OCB is 0.674, which has a positive and moderate relationship. The significant value is 0.000, which is less than 0.05.

Therefore, there is a positive and significant correlation between relationship management and OCB. Considering the results of the multiple regression analysis, the R squared is 0.747, which is greater than 0.5 ($0.747 > 0.5$), which explained that there is 74.7% of the variation in Organizational Citizenship Behavior can increase due to four independent variables.

According to the R squared value, the model established under the conceptual framework can be identified as a fitted model. The adjusted R square of this study is 0.744. Further, the model significance (p-value) is 0.000, which is less than 0.05 ($0.000 < 0.05$) indicating that the regression model can statistically predict the dependent variable (OCB). Thus, all four independent variables have demonstrated a positive and significant linear relationship with OCB. According to this study, the beta coefficient of Self-awareness is 0.253, which means the impact of Self-awareness on OCB is 25.3%, with a significant value of 0.000, which is less than 0.05 ($0.000 < 0.05$). Therefore, it can be concluded that Self-awareness has a positive and significant impact on Organizational Citizenship Behavior.

According to this study, the beta coefficient of Self-awareness is 0.253, which means the impact of Self-awareness on OCB is 25.3%, with a significant value of 0.000, which is less than 0.05 ($0.000 < 0.05$). Therefore, it can be concluded that Self-awareness has a positive and significant impact on Organizational Citizenship Behavior. In a review of this study, the beta coefficient of Relationship Management is 0.317, which means there is a 31.7% Relationship Management impact on Organizational Citizenship Behavior. Further, the significance value is 0.000, which is less than 0.05 ($0.000 < 0.05$) indicating that Relationship

Management has a positive and significant impact on Organizational Citizenship Behavior.

The researcher used Cronbach's Alpha to assess the reliability of the questionnaire, and each variable had more than 0.7 Cronbach's Alpha indicating that the data set is highly dependable. Further, in the hypothesis testing, all the developed hypotheses were evaluated according to the significant values in the coefficient table, where all the alternative hypotheses were accepted by eliminating the null hypothesis accordingly.

6. Recommendations

a) Enhancing employees' Self-awareness

For instance, they can conduct self-motivation training programs within the department to increase the staff employees' awareness of identifying their own emotions, as well as their strengths and weaknesses (Indeed, 2022). Employees should always be curious about their surroundings, absorb the knowledge of others, while identifying that self-questioning is particularly important to become a more self-aware person (Wilhelm, 2021).

Journaling is a suitable method to improve self-awareness (Indeed, 2022). This gives the freedom for employees to write their emotions and thoughts, which is an excellent method for identifying and expressing their emotions, feelings, and frustrations productively (Wilhelm, 2021).

b) Improving Self-management skills

Since the banking industry is highly stressful, this method would help employees to have stress-free existence at work and home. In addition, employees can conduct a self-evaluation on themselves by rating their achievements, strengths, weaknesses, and mistakes Munro, (2021) & Zhang, (2020). Employees can enhance their self-management skills by giving respect to every person which also improves their courtesy behavior (Zhang, 2020). Meditation programs can help employees to be calmer, and more patient and increase their energy, this would also help to control their emotions successfully (Munro, (2021).

c) Developing Social Awareness abilities

Communication is a major attribute of improving social awareness, therefore, the researcher has suggested for employees on conducting self–study tests in effective communication to enhance their listening skills Connelly, (2020) & Watkins, (2022). Another suggestion for improving social awareness is to maintain closer interactions with other employees, paying attention to them and understanding their emotions and feelings (Watkins, 2022).

d) Managing effective relationships

According to the current study’s findings, there is a positive relationship (0.674) correlation between Relationship Management and employees’ Organizational Citizenship Behaviors. In addition, the researcher has suggested that by conducting conflict management programs, organizations can avoid unnecessary conflict among other employees (Connelly, Relationship Management, 2020). Further, the researcher suggested that by identifying employees who are performing beyond the organizational expectations the organizations can provide them with the necessary intrinsic motivation and feedback to retain them within the organization for a longer period. Therefore, those are the recommendations that the researcher has recommended for staff employees to increase their emotional intelligence dimensions which would directly affect on increasing their organizational citizenship behaviors accordingly.

7. Limitations

- This research was conducted in the banking industry, where most banks are highly confidential about the information that they are providing to third parties. Therefore, the researcher faced some difficulties when collecting responses from the participants, as most of them were not interested in mentioning their branch name in the questionnaire.
- The researcher distributed printed questionnaires to several bank branches, which was determined to be a time-consuming approach when it comes to data collection.
- This study was conducted in ABC Bank branches in the Colombo district; therefore, the results of this study cannot be generalized because the researcher has only focused on one Bank in one district.

- Further, the researcher has selected only 20 ABC branches in the Colombo District, based on the highest staff population. Therefore, the results that were gathered do not support this study at a maximum level.
- In addition, the researcher has limited the sample size to 320 employees from the selected ABC Branches (According to the Morgan table) which can also be identified as a limitation of this study.
- According to Kwak and Park (2019), the multiple regression analysis can be conducted on the assumption that the normality is fulfilled when the sample size is greater than 30.

8. Conclusion

According to the results, the researcher has identified that all four dimensions of Emotional Intelligence have a positive and significant relationship with the organizational citizenship behavior of staff employees. Further, the researcher has established four research objectives by conducting a proper literature review to evaluate the impact of Emotional Intelligence on Organizational Citizenship Behavior. Additionally, based on the results of the multiple regression analysis, the coefficient of determination (R-squared) value is 0.747, which indicates that all four independent variables; Self-awareness, Self-management, Social Awareness, and Relationship Management have a 74.7% of overall variations in Organizational Citizenship Behavior. According to the R-squared value of this model it is revealed that the conceptual model of this study is fitted. Since the significance values of all the independent variables were less than 0.05, all the alternative hypotheses were accepted by rejecting all null hypotheses.

Finally, based on the findings of this study, those staff employees who are currently working in ABC Bank branches should significantly enhance their Self-awareness, Self-management, Social Awareness, and Relationship Management to boost their organizational citizenship behaviors successfully.

9. Suggestions for Future Research

As suggestions for future research, researchers can consider conducting their future research on evaluating how emotional intelligence impacts employees' work-life balance, thus, another future research can focus on evaluating the factors affecting the effectiveness of Emotional Intelligence training programs. Also, as there are so

many quantitative studies that have examined this topic, the researcher suggests future researchers to conduct more qualitative studies on this topic. In addition, future researchers can conduct their studies by analyzing the impact of employee engagement on employees' performance. Further, future researchers could conduct their studies on how leaders' emotional intelligence impacts the citizenship behaviors of their subordinates, by considering organizational climate as the moderating variable (Overstreet & Overstreet,2017).

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