

Emotional Intelligence and Organisational Citizenship Behaviour of Manufacturing Sector Employees: An Analysis

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As with diversity, collaboration, co-operation and teamwork have become increasingly important issues for management to handle. The purpose of this study is to analyse the level of Emotional Intelligence and Organisational Citizenship Behaviour among middle management employees in the Malaysian manufacturing sector. A total of 536 employees from different organisations and industries took part in this survey. Based on the descriptive analysis, employees in some industries tended to have a lower level of emotional intelligence and organisational citizenship behaviour.

Key words: emotional intelligence, organisational citizenship behaviour, workplace

Introduction

Based on Watson Wyatt Malaysia (2009, 1), employee engagement is important towards employee retention. Engaged employees will be better performers and will contribute positively to the company's financial performance. In this respect, employee engagement can be related to contextual performance. According to an article reported by Hunt (2009, 1), results have shown that there is a strong link between employee engagement and the rate of productivity. Employee engagement is seen as the emotional and intellectual commitment shown by employees to their organisations. According to Abdul Hamid, Baharun and Hashim (2008, 34-44), among the most common human resource problems faced by the small and medium enterprises are as depicted in table 1. Altogether 49.5% of the human resource problems are related to the inability to have many dedicated workers. Organisations require dedicated workers. Workers represent the backbone of the organisation. This is a serious issue especially if the organisation requires a lot of manpower, such as in the traditional wood based furniture factories which are more labour intensive rather than capital intensive.

TABLE 1 Human resource problems among SMEs

Problems	Percentage
Not many dedicated workers	49.5
Difficult to find good workers	36.9
Poor employee motivation	34.0
High turnover	26.2
High absenteeism	24.3
Dissatisfaction with pay	17.5
Lack of concern	16.5
Conflict	15.5
Family problem	14.6

Adapted from Abdul Hamid, Baharun and Hashim (2008).

The services and manufacturing sectors are expected to take in substantial amounts of people by the year 2010 (Si 2009). The manufacturing sector will remain as the vital engine to spur growth for the Malaysian economy. They need to enhance the competencies and the innovativeness of the workforce so that they will be able to compete in the global market. This will be a challenge if the sector suffers from employee related issues like 'not many dedicated worker' as depicted in table 1.

Based on a study conducted by the University of Montreal (*Financial Post* 2007, 1), it was found that the manufacturing sector seems to be generating a new breed of troubled workers. They were reported to have poor mental health. The poor mental health could also be attributed to the events happening at the workplace. Workers spend considerable hours at the workplace. They spend on average 8 to 10 hours at the organisation. Some workers even spend almost 12 hours at the organisation.

However, when managers experience events that are traumatic and significant, they would also experience specific emotional responses which will influence their behaviours (Weiss and Cropanzo 1996). As such, work events will influence the manager's effective state, which will then influence their attitude towards work (Mignonac and Herrbach 2004, 221–240). Events at the workplace could be related to the relationship between their co-workers or even the nature of the business activities or operations. The industries where the risk seemed higher than normal included fabric, fur and leather products workers, who were almost 2.5 times more likely than the average to report poor mental health. Manufacturing jobs are stressful because of the noise and physical strain. Needle-

trade employees may face particular anxiety because their industry shrank by 28% between 2002 and 2006 in the face of overseas competition. In this case, workers felt insecure, and this has affected the level of their emotions. When workers have this feeling, their level of productivity will be affected.

In Malaysia, the Textile industry including the batik industry is known for the chemical hazards due to dye (MTC 2006, 1). There are also cases of exposure to cotton dust and excessive noise from the weaving and ring spinning sections. These would seriously affect the workers' health conditions.

Emotional intelligence, being a relatively new concept (Giesecke 2007), indicates the need to conduct further research on organisational settings. Despite the links between emotional intelligence and performance, there has been relatively little empirical research done to examine the relationship between emotional intelligence and performance in the workplace. Many studies have been conducted on the top and lower management, but there is a lack of studies conducted on the middle management (Accenture 2007, 1). The middle managers play an important role in the pursuit of competitive advantage. In a study conducted by Accenture (2007, 1), 61 percent of the respondents are not satisfied with their current organisation. Some of the British directors believe that their organisation has been paralysed by ineffective or underperforming middle managers, this has cost the United Kingdom economy a massive £220 billion a year (Patton 2007).

It was also found that the middle managers affected the level of productivity of the organisation. It was found that there was a performance gap at the middle management level. The purpose of this study is to analyse the level of emotional intelligence and organisational citizenship behaviour among middle management employees in the manufacturing sector. That is, to examine whether middle management employees tended to have a similar level of emotional intelligence and organisational citizenship behaviour across industries.

Emotional Intelligence: An Overview

Emotional Intelligence may be defined as the ability to perceive, understand, integrate and manage one's own and other people's feelings and emotions, and to act upon them in a reflective and rational manner (Chartered Management Institute 2004, 1). When applied to the workplace, emotional intelligence involves the capacity to effectively perceive, express, understand and manage emotions

TABLE 2 Approaches to emotional intelligence

Approach	Description
Ability	Models that propose a pure ability definition of emotional intelligence are considered ability models.
Mixed	Models that incorporate aspects of both the original definition of emotional intelligence and aspects of personality are classified as mixed models of emotional intelligence.
Traits	Trait models of emotional intelligence focus on behavioural consistency across situations assessing typical behaviour.
Information Processing	Information processing models of emotional intelligence are more explicit in the relationships between emotional intelligence and cognitive ability.

Adapted from Mayer, Salovey and Caruso (2000) and Petrides and Furnham (2000).

in a professional and effective manner at work (Palmer and Stough 2001). There are four approaches to emotional intelligence, as seen in table 2. From the ability approach, it is assumed that the level of emotional intelligence in a person depends on his or her cognitive abilities. These include the level of education, age and also the type of experiences undergone by the individual.

Mayer and Salovey (1997, 3–31) have conceptualised emotional intelligence as a set of mental abilities concerned with emotions and the processing of emotional information. Mayer and Salovey's ability model of emotional intelligence comprises four conceptually related abilities arranged hierarchically from the more basic psychologically complex, including

- The ability to perceive emotions;
- The ability to utilise emotion to facilitate reasoning;
- The capacity to understand the meaning of emotions and the information they convey; and
- The ability to effectively regulate and manage emotion

It is assumed that as a person ages, his or her level of emotional intelligence increases as well. According to Sullivan and Ruffman (2004, 403–432), older and younger adults identify emotions and cognitive stance in a different way. Older adults have difficulty in recognising negative emotions (Phillips, MacLean and Allen 2002, 526–530). They need more time to process the stimuli due to the age-related decline in processing speed (Salthouse 2000, 19–49). Aging, however improves the emotional control (Nauert 2009, 1).

Based on the mixed model approach, emotional intelligence combines not only the cognitive ability but also the personality of the person and other demographic characteristics.

EMOTIONAL INTELLIGENCE AND ORGANISATIONAL
CITIZENSHIP BEHAVIOUR

Globalization has increased the level of interdependence among people in the organisations. It emphasizes the need for greater cooperation and pro-social interactions among employees in the organisation. In terms of evaluating employees' job performance, three elements can be used (Katz and Kahn 1978, 397–426). They are as follows:

- Joining and staying with the organisation.
- Dependably meeting or exceeding standards of performance prescribed by organisational roles (in-role performance).
- Innovatively and spontaneously going beyond prescribed roles to perform such actions as co-operating with others, protecting the organisation from harm, offering suggestions for improvement and representing the organisation favourably to outsiders (extra-role performance).

Organisational Citizenship Behaviour (OCB) has been defined as the extra-role, discretionary behaviour that helps other members in the organisation to perform their jobs. OCB also includes showing support and conscientiousness towards the organisation (Smith, Organ, and Near 1983, 653–663; Bateman and Organ 1983, 587–595; Borman and Motowidlo 1993, 71–98). According to Podsakoff et al (1990, 107–142) OCB has five elements that measure conscientiousness, sportsmanship, civic virtue, courtesy and altruism. According to Abraham (1999, 169–184), emotional intelligence enhances the altruistic behaviour of an individual. It enables employees to comprehend their fellow colleagues and to respond better than those with a lower level of emotional intelligence. Staw, Sutton, and Pelled (1994, 51–71) suggested three explanations for this behaviour. Firstly, being in a positive mood is good in reinforcing, and displaying altruism is rewarding in the sense that it enables employees to maintain this state of mind. Secondly, individuals in positive moods are likely to be more socially interactive. Thirdly, when individuals are more satisfied with their work, they would be more likely to engage in helpful behaviour. Pasanen (2000) found that emotionally intelligent individuals are more likely to engage in pro social behaviour. Douglas, Frink and Ferris (2004, 2–13) noted that highly conscientious people with higher emotional intelligence had higher levels of performance than those with lower a level of emotional intelligence. Those with a lower level of conscientiousness and emotional intelligence did not perform well. The findings were based on 205 undergraduates. In a

study conducted by Busso (2003), individuals with higher levels of emotional intelligence showed a higher level of contextual performance. This study was conducted based on a sample size of 84 people from different organisations in Mexico. In a study conducted by Sitter (2004), emotion has a positive but low significant factor in ocb. The study was conducted in a manufacturing area with a sample size of 376.

Based on the framework of emotional intelligence by Palmer and Stough (2001), there are five elements: Emotional Recognition and Expression, Understanding Others Emotions, Emotions Direct Cognition, Emotional Control and Emotional Management. These five elements refer to interactive skills that individuals need to display when they interact with one another in the organisation. Recent findings of the multidimensionality of the ocb concept have cast certain doubts (LePine, Erez, and Johnson 2002, 52–65; Desivilya, Sabag and Ashton 2006, 22–42). The purpose of this study is to examine the emotionally intelligent employees towards organisational citizenship behaviour. The research objectives of this study would be:

- To examine the level of emotional intelligence and organisational citizenship behaviour of the middle management employees across industries.
- As shown in table 3, there are a number of industries in Malaysia. The findings would examine whether middle management employees across industries have similar levels of emotional intelligence and organisational citizenship behaviour. If the middle management employees across industries do not have similar levels of emotional intelligence and organisational citizenship behaviour, the difference would indicate that the workplace issues do influence the employees. Each of the industries has its own set of characteristics. They also have their own set of environment.
- To examine the relationship between the dimensions of emotional intelligence and organisational citizenship behaviour of middle management employees.

Method

MEASURES

Emotional Intelligence

The questionnaire used to measure the level of emotional intelligence among the middle management employees has been developed by Palmer and Stough (2001). According to the GENOS EI, there

TABLE 3 Industries in the Malaysian manufacturing sector

Resource-based industries	Non-resource-based industries
Food Manufacturing	Textiles & Textile Products
Beverages & Tobacco	Leather & Leather Products
Wood & Wood Products	Basic Metal Products
Furniture & Fixtures	Fabricated Metal Products
Paper, Printing & Publishing	Machinery Manufacturing
Chemicals & Chemical Products	Electronics & Electrical Products
Petroleum Products	Transport Equipment
Natural Products	Scientific & Measuring Equipment
Rubber Products	
Plastic Products	
Non-Metallic Mineral Products	

Adapted from MIDA <http://www.mida.gov.my>.

are five key emotional competencies which are applicable to the workplace situation:

- *Emotional Recognition and Expression* – refers to the ability to identify one's own feelings and emotional states and the ability to express those inner feelings to others.
- *Understanding Others' Emotions* – refers to the ability to identify and understand the emotions of others and those that manifest in response to workplace environments and staff meetings.
- *Emotions Direct Cognition* – refers to the extent to which emotions and emotional knowledge are incorporated in decision-making and/or problem solving situations.
- *Emotional Management* – refers to the ability to manage positive and negative emotions, both within oneself and others.
- *Emotional Control* – refers to the ability to effectively control strong emotional states experienced at work, such as anger, stress, anxiety and frustration.

The questionnaire uses the five-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). The GENOS EI is reliable with $\alpha = 0.88$ (Emotional Recognition and Expression: $\alpha = 0.73$, Understanding of Emotions: $\alpha = 0.83$, Emotions Direct Cognition: $\alpha = 0.63$, Emotional Management: $\alpha = 0.72$, Emotional Control: $\alpha = 0.72$) It has also shown to have good internal consistency and test re-test reliability. This test re-test reliability is an important aspect of the psychometric property of the emotional intelligence measurement. The test consists of 64 questions and takes about 12–15 minutes to complete. There are a balanced

number of positively and negatively phrased items that will help to determine inconsistent patterns and also illogical responses by the respondents. There are 11 statements for Emotional Recognition and Expressions, 20 statements for Understanding Others' Emotions, 12 statements for Emotions Direct Cognition, 12 statements for Emotional Management and 9 statements for Emotional Control.

Organisational Citizenship Behaviour

The organisational Citizenship Behaviour Scale developed by Podsakoff et al. in 1990 (107–142) was used to measure contextual performance. The scale has five elements that measure conscientiousness, sportsmanship, civic virtue, courtesy and altruism.

- *Conscientiousness* – punctuality in attendance, use of work time and adherence to rules. It also refers to the trait of being painstaking and careful, or the quality of acting according to the dictates of one's conscience. It includes such elements as self-discipline, carefulness, thoroughness, organization, deliberation (the tendency to think carefully before acting), and need for achievement. It is an aspect of what was traditionally called character. Conscientiousness is related to emotional intelligence and impulse control.
- *Altruism* – helping others who have been absent or are behind in their work (any voluntary action that helps another person out at work), often referred to as the wilful sacrifice of one's own interests or well-being for the sake of something that is non-self. It is also often defined as being the selfless concern for the welfare of others.
- *Sportsmanship* – putting up with minor inconveniences, or not always finding fault with the organisation.
- *Courtesy* – consulting people who may be affected by a decision, or at the very least informing other people in advance of such actions
- *Civic virtue* – keeping up with developments happening in the organisation (being constructively involved in the political process of the organisation).

Like the GENOS EI, this questionnaire also uses the five-point Likert scale. The OCB scale is reliable with $\alpha = 0.85$ for Altruism (5 items); $\alpha = 0.82$ for Conscientiousness (5 items); $\alpha = 0.85$ for Courtesy (5 items); $\alpha = 0.85$ for Sportsmanship (5 items) and $\alpha = 0.70$ for Civic Virtue (4 items). The questionnaire takes about 5 minutes to complete.

PROCEDURE

A total of 536 respondents took part in this survey. They were from 16 different organisations throughout the state of Melaka. The organisations were randomly identified from different manufacturing industries. For the purpose of the study, large organisations were targeted. According to the Malacca State Development Council of Melaka (MSDC), there are about 505 organisations in the state, comprising between small to large. Out of which, 50 are considered to be large while the remaining are considered to be between micro to medium sized organisations. The Human Resource Manager from each organisation was entrusted to distribute and collect the questionnaires from the employees. As such, their identity is not known to the present researcher. The present researcher also ensures the privacy and confidentiality of their data and subsequently the presentation of the analysis. Upon completion, the Human Resource Manager will insert the questionnaires into a sealed envelope to be handed personally to the present researcher. Each respondent would spend about 20 minutes to complete the set of questionnaires.

PARTICIPANTS

Based on the 536 respondents, it was found that a majority of the middle management employees are males. This accounts for 71.5%, indicating that the manufacturing industry is largely male-dominated. The education level of the respondents is mainly the first degree. The majority of them are aged between 25 to 30 years of age. Almost fifty percent of them have been working between 2 to 5 years in the present organisation.

Results

For the first research objective, the correlation analysis was used. It was found that Emotional Intelligence is positively related to Organisational Citizenship Behaviour. A correlation greater than 0.8 is generally described as *strong*, whereas a correlation less than 0.5 is generally described as *weak*. The findings concur with Pasanen (2000) and Busso (2003) and Sitter (2004). Based on the findings, it was found that the *p* value is less than 0.01, which indicates that the relationship is significant. This is seen in table 5. While the *p* value is significant, the correlation value is considered to be weak. The weak relationship could be due to other factors which have not been considered in this analysis.

In table 6, it was found that middle management employees do not have similar levels of Emotional Intelligence and Organisational

TABLE 4 Demographic analysis of the respondents

Category	Frequency	Percentage
<i>Gender</i>		
Male	383	71.5
Female	153	28.5
Total	536	100.0
<i>Education level</i>		
College Diploma Level or lower (which includes high school certificates)	106	19.8
Bachelor's Degree or the equivalent	401	74.8
Master's or higher	29	5.4
Total	536	100.0
<i>Age group</i>		
Less than 25 years old	75	14.0
25 but less than 30 years old	184	34.3
30 but less than 35 years old	134	25.0
35 but less than 40 years old	87	16.2
40 but less than 45 years old	18	3.4
More than 45 years old	38	7.1
Total	536	100.0
<i>Employment length</i>		
Less than 2 years	116	21.6
2 but less than 5 years	246	45.9
5 but less than 10 years	92	17.2
More than 10 years	82	15.3
Total	536	100.0

Citizenship Behaviour. Middle management employees from the Petrochemical industries had the highest level of Emotional Intelligence, but their level of Organisational Citizenship Behaviour was not the highest. Middle management employees from the Engineering and Support had the highest level of Organisational Citizenship Behaviour. There are 3 industries that obtained a low level of Emotional Intelligence, i. e. Textiles and Apparels; Paper, carton box and

TABLE 5 Correlation analysis between Emotional Intelligence and Organisational Citizenship Behaviour

Pearson Correlation	.370**
Sig. (1-tailed)	.000
<i>N</i>	536

**Correlation is significant at the 0.01 level (1-tailed).

TABLE 6 Mean for Emotional Intelligence and Organisational Citizenship Behaviour across industries

Industry	N	(1)	(2)
Electric & Electronics	200	204.9450	84.2650
Engineering & Support	15	215.7333	86.4667
Confectionary	27	217.5185	85.1481
Petrochemical & Poly	30	220.6333	86.0000
Textiles & Apparels	27	193.0370	81.5185
Paper, Carton Box & Printing	70	196.6571	79.8857
Pharmaceutical	17	195.6471	85.2941
Computers	50	206.6600	83.1200
Furniture	50	205.7200	85.8800
Automobiles	50	207.0200	84.7600
Total	536	205.2071	83.8806

Column headings are as follows: (1) mean for Emotional Intelligence, (2) mean for Organisational Citizenship Behaviour.

printing together with Pharmaceuticals. The middle management employees in the Paper, Carton Box and Printing industry, obtained the lowest level of Organisational Citizenship Behaviour. However, in terms of the middle management employees in the Pharmaceutical industry, they tended to have a higher level of Organisational Citizenship Behaviour in comparison with the other industries.

Based on a study conducted by the University of Montreal (*Financial Post* 2007, 1), it was found that employees from the manufacturing sector seemed to be having health related problems. Industries where the health risk seemed higher than normal included fabric, fur and leather products workers, who were almost 2.5 times more likely than the average to report poor mental health. Manufacturing jobs are stressful because of the noise and physical strain. Needle-trade employees may face particular anxiety because their industry shrank by 28% between 2002 and 2006 in the face of overseas competition. In Malaysia, the Textile industry including the batik industry is known for the chemical hazards due to dye (MTRC 2006, 1). There are also cases of exposure to cotton dust and excessive noise from the weaving and ring spinning sections. These would seriously affect the employees' health conditions. This could mean that middle management employees from these 3 industries could be affected by these hazards and this has affected their attitudes.

The second research objective was to investigate the relationship between the dimensions of Emotional Intelligence and Organisational Citizenship Behaviour. It was found that all the dimensions of

emotional intelligence correlated positively to Altruism (Emotional Recognition and Expression: $r = 0.103$, $p = 0.008$; Understanding Others' Emotions: $r = 0.195$, $p = 0.000$; Emotions Direct Cognition: $r = 0.309$, $p = 0.000$; Emotional Management: $r = 0.149$, $p = 0.000$; Emotional Control: $r = 0.191$, $p = 0.000$). This is depicted in table 7. The findings agree with Abraham (1999, 169–184) and Staw, Sutton, and Pelled (1994, 51–71). Executives with a high level of emotional intelligence would be more than willing to cooperate with their fellow colleagues, especially those that are behind in their work schedule. The organisation will benefit from this positive attitude. Work runs smoothly without any interruptions. Emotional Recognition and Expression (ERE), Understanding Others' Emotions (UOE), Emotional Management (EM) and Emotional Control (EC) are important to improve the working environment. It was found that among all the five dimensions, only Emotions Direct Cognition has a high correlation with Altruism. Since Emotions Direct Cognition refers to the extent that the executives incorporate information happening in and out of the workplace, it improves their daily reasoning and this helps them in being Altruistic.

In terms of the relationship between the dimensions of Emotional Intelligence to Conscientiousness, all the dimensions correlated positively, with the exception of Emotional Recognition and Expression (Emotional Recognition and Expression: $r = -0.008$, $p = 0.426$; Understanding Others' Emotions: $r = 0.186$, $p = 0.000$; Emotions Direct Cognition: $r = 0.416$, $p = 0.000$; Emotional Management: $r = 0.127$, $p = 0.002$; Emotional Control: $r = 0.191$, $p = 0.000$). Emotional Recognition and Expression has a negative and insignificant relationship with Conscientiousness. Emotional Recognition and Expression refers to how effectively the executive perceives and expresses the emotions and responds to his/her own emotions. It also refers to the effectiveness of the executives in communicating and displaying their emotions at the workplace. In terms of Conscientiousness, it refers to how the executives manage their time and also the adherence to the organisation's rules and regulations. It includes elements such as self-discipline, carefulness, thoroughness, organisation, deliberation (the tendency to think carefully before acting), and need for achievement. The negative relationship between Emotional Recognition and Expression and Conscientiousness could indicate some kind of resentment towards the organisation in terms of their rules and regulations. They could be unhappy towards the policies implemented by the management.

In terms of Sportsmanship, all the dimensions of emotional in-

telligence are positively related, with the exception of Emotions Direct Cognition (Emotional Recognition and Expression: $r = 0.329$, $p = 0.000$, Understanding Others' Emotions: $r = 0.111$, $p = 0.005$; Emotions Direct Cognition: $r = -0.136$, $p = 0.001$; Emotional Management: $r = 0.228$, $p = 0.000$; Emotional Control: $r = 0.073$, $p = 0.045$). Their relationships are significant. Sportsmanship refers to how well the executive puts up with minor inconveniences in the organisation. Emotions Direct Cognition refers to the extent the executives incorporate information happening in and out of the workplace. The negative relationship between Emotions Direct Cognition and Sportsmanship suggests that executives are aware of the happenings in and around the workplace and this has affected their level of Sportsmanship in the organisation. The executives could be experiencing unhappy events or decisions made by the top management and this has affected their moods and attitudes. Traumatic and significant events influence behaviours (Weiss and Cropanzo 1996) and attitudes towards work (Mignonac and Herrbach 2004, 221–240).

In terms of the relationship between the dimensions of emotional intelligence to Courtesy, all the correlations are positive and significant (Emotional Recognition and Expression: $r = 0.125$, $p = 0.002$; Understanding Others' Emotions: $r = 0.269$, $p = 0.000$; Emotions Direct Cognition: $r = 0.440$, $p = 0.000$; Emotional Management: $r = 0.222$, $p = 0.000$; Emotional Control: $r = 0.304$, $p = 0.000$). Courtesy refers to the act of consulting or informing others at the workplace when they will be affected by the decisions being made. All the dimensions of emotional intelligence are positively related, indicating that they enhance the level of Courtesy in the organisation. Among the dimensions, Emotions Direct Cognition has a higher correlation with Courtesy. Since Emotions Direct Cognition describes how well the executives incorporate all information, they in turn inform all other members in the organisation who are affected by the decision.

All the dimensions of emotional intelligence are positively related to Civic Virtue (Emotional Recognition and Expression: $r = 0.075$, $p = 0.41$; Understanding Others' Emotions: $r = 0.144$, $p = 0.000$; Emotions Direct Cognition: $r = 0.239$, $p = 0.000$; Emotional Management: $r = 0.136$, $p = 0.001$; Emotional Control: $r = 0.242$, $p = 0.000$). Civic Virtue describes how well the executive keeps up with the latest developments in the organisation and being constructively involved in the political process of the organisation. The higher the level of emotional intelligence, the better would be the level of Civic Virtue in the organisation. Among the five dimensions of Emotional Intelligence, Emotional Control has the highest correlation level in terms of the

TABLE 7 Relationship between the dimensions of Emotional Intelligence and the dimensions of Organisational Citizenship Behaviour

	(1)	(2)	(3)	(4)	(5)
<i>Emotional Recognition and Expression</i>					
Pearson Correlation	.103**	-.008	.329**	.125**	.075(*)
Sig. (1-tailed)	.008	.426	.000	.002	.041
<i>Understanding Others' Emotions</i>					
Pearson Correlation	.195**	.186**	.111**	.269**	.144**
Sig. (1-tailed)	.000	.000	.005	.000	.000
<i>Emotions Direct Cognition</i>					
Pearson Correlation	.309**	.416**	-.136**	.440**	.239**
Sig. (1-tailed)	.000	.000	.001	.000	.000
<i>Emotional Management</i>					
Pearson Correlation	.149**	.127**	.228**	.222**	.136**
Sig. (1-tailed)	.000	.002	.000	.000	.001
<i>Emotional Control</i>					
Pearson Correlation	.191**	.191**	.073(*)	.304**	.242**
Sig. (1-tailed)	.000	.000	.045	.000	.000

Column headings are as follows: (1) Altruism, (2) Conscientious, (3) Sportsmanship, (4) Courtesy, (5) Civic Virtue. ** Correlation is significant at the 0.01 level (1-tailed).

others. Emotional Control refers to how well the executive is able to control strong emotions at the workplace. High scores reflect their ability to control these emotions from affecting their thoughts. As such, high Emotional Control levels help at the level of Civic Virtue in the organisation.

Discussion

Different industries have different characteristics and these are beyond the control of the management. With globalisation, the level of competitiveness is further heightened. Industries, especially the manufacturing sector, are being forced to innovate or vanish. With the need to innovate and be cost effective, many organisations – especially the manufacturing sector – have sought to reduce their workforce. This has resulted in a low level of morale among the employees. Hence, the need for a study in the manufacturing sector particularly focusing on the level of Emotional Intelligence and Organisational Citizenship Behaviour. The purpose of this current study is to focus on these issues. In the first research objective, it was found that some industries tended to have a lower level of Emotional Intelligence. It was noted that for some industries it does not necessarily mean that a high level of Emotional Intelligence would entail

a high level of Organisational Citizenship Behaviour. Different industries have their own unique characteristics. As such, to compare them against one another may not be advisable. According to Porter (1998), each industry is unique. They have their own forces that affect them. Some of the industries are inclined more towards being capital-intensive, while others are more labour-intensive. Each organisation has its own culture. Culture will have an influence. Further to that, in some of the industries, particularly the furniture industry, there is a mix between traditional and modern approach. The traditional approach uses more of labour and this is probably one of the reasons why the level of emotional intelligence and organisational citizenship behaviour is rather high for the labour force. Most of the employees have worked there for more than 10 years, their sense of commitment has been built in. The employees have already grown accustomed to each other. It was also observed that for some of the employees, their whole family is being employed in the organisation in different departments. This suggests that there are moderating effects that needs to be analysed.

For the second research objective, it was found that most of the dimensions of Emotional Intelligence had a positive and significant relationship with the dimensions of Organisational Citizenship Behaviour, with the exception of Emotional Recognition and Expression and Conscientiousness, and Emotions Direct Cognition and Sportsmanship. The relationship between Emotional Recognition and Expression and Conscientiousness is not significant, while the relationship between Emotions Direct Cognition and Sportsmanship is significant. Sportsmanship refers to how well the executive puts up with minor inconveniences in the organisation, and Emotions Direct Cognition refers to that the extent the executives incorporate information happening in and out of the workplace. The negative relationship between Emotions Direct Cognition and Sportsmanship suggests that the middle management employees are aware of the happenings in and around the workplace and this has affected their level of Sportsmanship in the organisation. These happenings have caused a negative perception in the minds of the employees and have affected their level of Sportsmanship and also Emotions Direct Cognition. Since many organisations in the manufacturing sector have conducted retrenchment exercises and 'forced leave,' the employees feel negative about it. People are worried about their future, especially when their financial stability is at stake. As suggested by Hoge (2009, 41-51), an individual is influenced by many factors such as working hours, number of children, age of children and status

of partner. Based on the demographic analysis, it was found that more than fifty percent of the respondents are aged between 25 to 35 years old. Assuming the average marriage age is around 30 years old, the age range suggests the settling down period of new families. Furthermore, in most families, it has been accepted in their culture that the males must take care of their families and also the extended families. If their partner is not working, solely relying on the male as the bread winner puts a heavy burden on his shoulders. The studies suggest that an individual is affected by many situations in and out of the workplace.

STRENGTHS AND LIMITATIONS OF THE STUDY

Past studies on emotional intelligence and organisational citizenship behaviour were conducted in a limited number of organisations and industries. Others were focused on university students. This study was conducted in 16 organisations across a number of industries. By having a wide area, the results will provide a better insight into the studies and analysis. Studies conducted on middle management employees were rather limited. Most studies focused on top management leadership. Further to that, the present study was based upon 536 respondents. Their responses will be able to shed more light on the studies. The present study used a self-report questionnaire. There could be instances of bias in some cases. The selection of the respondents was solely in the hands of the Human Resource Manager or the Head of the Organisation. Their selection could be a little biased as they do want to have a good presentation.

DIRECTIONS FOR FUTURE RESEARCH

For future research, it is suggested that other variables could be included as suggested by Hoge (2009, 41–51), e.g. the family factors. In the second research objective, it was shown that there was a problem in the relationship between Emotions Direct Cognition and Sportsmanship. There may be a some possibility that the individual could be experiencing some form of emotional problem either at home or at work. The emotional issues at work could be tested by using the work support analysis by the superior and fellow colleagues. As suggested by Hoge (2009, 41–51), issues at work do have an effect on an individual's emotional well being.

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