

## **IMPACT OF EMOTIONAL INTELLIGENCE AND PSYCHOLOGICAL EMPOWERMENT ON EMPLOYEE WORK BEHAVIOUR**

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### **Abstract:**

This research article explores the impact of Emotional Intelligence (EI) and Psychological Empowerment (PE) on employees' citizenship and deviant behavior as their work behaviour. The study investigates the relationship between PE and employees' willingness to engage in positive behaviors that benefit the organization and their tendency to engage in negative behaviors that harm the organization. The study utilizes a quantitative approach, involving a survey administered to employees from various IT industries. With PE and employee work behavior, the study focused on understanding the term Emotional Intelligence (EI) which leads further to analyze its impact on employee's work behavior. The results indicate PE and EI have a positive significant impact on organizational citizenship behavior and a negative impact on deviant behaviour. The findings suggest that organizations can improve employee behavior by empowering employees to focus on their EI skills.

**Keywords:** Emotional Intelligence, Psychological Empowerment, Organizational Citizenship Behavior, and Work Deviant Behavior

### **INTRODUCTION**

#### **Emotional Intelligence**

Examining the concepts "of emotions" and "intelligence" can help us better understand the idea of emotional intelligence. Psychologists have categorized the mind into three areas since the 18th century: The three components of mental functioning are 1. Cognition, which includes human memory, reasoning, judgment, and abstract thought; 2. Affect, which includes emotions, moods, assessment, and other emotional states like exhaustion, energy, and others; 3. Motivation: either innate drives to pursue goals or taught behaviours to do so. The field of cognition and affect also includes studies of emotional self-control (when a person hides their anger which doesn't necessarily improve the quality of a person's emotions or intelligence) (Mayer & Salovey, 1997). According to this tradition, emotional intelligence refers to a person's aptitude to assimilate emotional data and reason about emotions to improve cognitive functions (Brackett & Salovey, 2006).

In 1990, John Mayer and Peter Salovey originally introduced Emotional Intelligence and suggested the methodology. It is suggested that emotional intelligence is divided into two categories: 2. Strategic - without necessarily seeing feelings or fully facing them, it is an ability

to interpret and control emotions. 1. Experiential - without essential consideration- is an ability to observe, respond, and use emotional information. David Caruso, Peter Salovey, and John Mayer classify emotional intelligence as (Mayer & Salovey, 2004), it shows an individual's ability to monitor their own as well as others' feelings and emotions and uses such information to guide one's thinking and action so that one can discriminate among them.

It has to do with latent performance or success that is more process-oriented than outcome-oriented (Bar-On, 2006). It focuses on two distinct emotional phases: the first is a set of emotional and social abilities, which include the capacity to be aware of, understand, express, and relate to others; the second is the capacity to concentrate on one's strong emotions, which aids in bringing about change and resolving issues of a social or personal nature. Scientist and psychologist Daniel Goleman writes on science. After publishing his debut book, "Emotional Intelligence - Why it can matter more than IQ," in 1995, the field of emotional intelligence began to take off. The constructs and competencies fit into one of four categories, including self-awareness, social awareness, self-management, and relationship management. Goleman defined emotional intelligence as under (Boyatzis et al., 2002),

*"It is an ability to recognize own as well other's feeling to motivate own-self and effectively manage own and other's emotions."*

### **Psychological Empowerment**

In the past, organizational researchers have focused their work on empowering management practices, including the delegation of decision-making from higher organizational levels to lower levels (Blua, 1982). Conger and Kanungo (1988) argued that those practices may empower employees but will not necessarily do so. Until recently, little research has taken an individual perspective on empowerment, focusing on the psychological experience of empowerment.

(Conger & Kanungo, 1988), describes Psychological Empowerment as *"a practice of improving feelings of self-efficacy among organizational players through the identification and removal of conditions that foster powerlessness by both formal organizational practices and informal techniques of providing access to efficacy information"*.

Concentrating on the work of Conger and Kanungo, these authors distinguished between four empowerment dimensions, which reflect four distinct cognitions relating to an employee's orientation to his or her work role. These four dimensions are – meaning (employees feel that their job is meaningful), competence (personal capacity towards effective completion of responsibilities), self-determination (autonomy in the initiation and continuation of work behavior), and impact (influenced by the work context).

### **Employee work Behavior**

Following the lead of positive psychology, that is, "what is good about life is as genuine as what is bad and therefore deserves equal attention" (Peterson, 2006), is the recently emerging field of positive workplace behavior. Just as positive psychology does not claim to have exposed the importance of positivity to people, Positive workplace behavior also distinguishes that over the years there have been many positive theories in organizational research such as positive affectivity, positive reinforcement, procedural justice, job satisfaction, and commitment, prosocial and organizational citizenship behaviors, core self-evaluations, and

many others. Instead, positive psychology, and now its application to the workplace of the same, simply attempts to give a transformed emphasis to the importance of a positive method.

### **Organizational Citizenship Behavior:**

Organizational Citizenship Behavior (OCB) refers to behavior that is not formally requested or directly rewarded but can be functional to the operations of an organization (Smith, Organ, & Near, 1983). This type of behavior includes punctuality, helping others, innovating, and volunteering (Organ, 1988), as well as the tendency to refrain from undesirable actions such as complaining, arguing, and finding fault with others. Though OCB is related to the job it is not linked to any formal reward system, but it helps in the effective functioning of the organization. According to Organ's (1988), OCB is an *"Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization"*. It includes mainly two facets of organizational behaviour from the individual and organizational levels. Altruistic behaviour and Courtesy are the behaviour focused on individual citizenship behaviour. Civic Virtue, Sportsmanship, and Conscientiousness are the behaviours focused on an organizational level. On the other hand, some researchers have recognized that deviant workplace behavior is a very thoughtful problem. Organizational Behaviour scientists are interested in dropping deviant organizational behavior because it can be a very troublesome and expensive problem in terms of both the financial toll it takes in the company and the emotional toll it takes on employees (Jerald Greenberg, 2003), Deviance has often been known as a reaction to annoying organizational stressors, such as financial, social, and working conditions (Thomas B. Lawrence, 2007).

### **Work Deviant Behaviour**

Employee deviance is defined here as voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both (BENNETT, 1995). Employee deviance is voluntary in that employees either lack the motivation to conform to prescriptive expectations of the social context or become motivated to violate those expectations (Kaplan, 1975).

Work Deviant Behavior (WDB) also has the potential to harm an organization, its members, or both. The term deviant is usually reserved for acts that violate significant norms (Cohen, 1966). The definition of workplace deviance focuses on violations of norms that hover over the security of an organization. Hence, employee deviance excludes minor violations of social norms, such as wearing a suit of the wrong style to the office, which is not directly damaging to most organizations.

### **LITERATURE REVIEW**

Researchers have studied emotional Intelligence with various other domains like job performance, job satisfaction, job involvement, organizational commitment, job stress, absenteeism, organizational citizenship behavior, effective leadership, employee motivation, and personality. This section focuses on how emotional intelligence has been studied in these areas and how it impacted it.

Gabriele Giorgi conducted his research that organizations are emotionally intelligent and it's an important framework for future researchers (Giorgi, 2013). This study focused on how

emotional intelligence affects work-related health factors like mood and life balance. Researchers found that people with high emotional competencies have less negative moods and more balance in life compared to people with low emotional competencies.

### **Emotional Intelligence and Other Work Attributes**

Emotional Intelligence with Job Satisfaction, Customer Satisfaction, and Organizational Commitment: Emotional Intelligence has wide scope to study the various parameters of organizational behaviour including employee performance, satisfaction, commitment, motivation, personality, perception, stress, etc. One study from such parameters studied that service providers with high emotional intelligence led to greater testified satisfaction with the service transaction. Further, in the low transaction difficulty condition progressively shows more satisfaction at each higher level of emotional intelligence of the service provider and the high transaction difficulty condition displayed low satisfaction in the low service provider emotional intelligence condition (Kernbach & Schutte, 2005).

Fu and Weihui in their study of the impact of emotional intelligence, organizational commitment, and job satisfaction on the ethical behavior of Chinese employees, found that employee behaviour in the workplace has a great impact on various factors like their performance, commitment, satisfaction, promotion, co-worker, supervision. All these factors had a positive relationship with employees ethical behaviour in the workplace (Fu, 2014). Employees' emotional intelligence is an important aspect to study their job satisfaction and commitment to organization as well as their well-being which leads to the retention level of the employees in an organization. A study has supported research on this statement mentioning theoretical and practical implications for police officers' retention with the positive effect of emotional intelligence on their job satisfaction, well-being, and engagement in explaining their organizational commitment and turnover intentions (Brunetto et al., 2012).

Also, Peter Jordan and Ashlea Troth talked about emotional intelligence and leader-member exchange relationship with employee turnover intention and job satisfaction. The result was concluded after analysing the data in two sets EI and LMX at time 1 and employee turnover intention and job satisfaction at time 2. Result show follower's emotional intelligence positively affects their job satisfaction and turnover intention as a mediating effect of leader-member exchange (Jordan & Troth, 2011).

Emotional Intelligence and Job Performance, Workplace Outcome and Academic Performance: Emotional Intelligence (EI) has the potential to be a strong predictor of performance. Relating EI with performance can provide organizations with an effective alternative for selecting and assessing employees. Research have shown predictive validity of emotional intelligence correlates with job performance beyond cognitive abilities (O'Boyle Jr et al., 2011). Many organizational researchers have recently called for more concentration on the role of emotions at work.

There is a study that identifies criteria that separates high potential and regular managers. These criteria are; assertiveness, independence, optimism, flexibility, and social responsibility even, high potential in managers shows higher job performance and boundaryless career attitudes (Dries & Pepermans, 2007). Individuals with high emotional intelligence receive greater merit increase also, hold higher company rank than their counterparts. As well, such individuals receive better peer ratings in enabling interpersonal relations and handling stress better than

their counterparts (Lopes et al., 2006). Not only employees but emotional intelligence of executives also affects job performance at the workplace. A higher level of emotional intelligence in executives, will lead to an increase in their job performance at workplace (Ahangar, 2012).

Miguel Angel Sastre Castillo, and Ignacio Danvila Del Valle, investigated the relationship between emotional intelligence (EI), organizational affective commitment (AC), and performance at low-skilled back-office positions. Their study showed that workers in low-skilled back-office positions with higher emotional intelligence and affective commitment had better performance. And the predictive power on performance was increased when emotional intelligence and affective commitment were considered simultaneously (Castillo & Del Valle, 2017).

Buyers and suppliers also show a relationship regarding emotional intelligence. Buyers' emotional intelligence has no significance in their relationship performance but it affects from the perspective of their suppliers (Schumacher et al., 2009). Even sales personal emotional intelligence directly affects customer related citizenship behaviour of back-office employees also back-office employees emotional intelligence moderates the link between salesperson emotional intelligence and back-office employees citizenship behaviour (Kearney et al., 2017). Mark Kasa and Ho Hai Inn focused to identified the relationship gap between Emotional Intelligence and student's academic performance with multi-ethnic student population and the result of this study was positive and significant (Kasa & Inn, 2013). Also emotional intelligence of post graduate and management students positively affects their academic performance as well personality development (Devi, 2012).

Level of emotional intelligence in health workers' performance falls within the framework of variety skills of emotional intelligence. Nestor Asiamah studies health worker's emotional intelligence is directly affecting to their job performance (Asiamah, 2017).

Emotional intelligence acts as a key dimension to measure individual's behaviour, personality, performance, attitude and so on. One of the studies has identified that relationship between emotional intelligence and job performance becomes positive as cognitive intelligence decreases. Also, individual having high level of emotional intelligence in relation to cognitive intelligence, task performance and organizational citizenship behaviour directed at organization shows positive result (Cote & Miners, 2006).

#### Emotional Intelligence and Workplace Effectiveness

In the high-tech economy, any growing and prosperous organizations need to retain good employees. In the organizations, influence of emotional intelligence begins with the retention and recruitment of the talent. Also, bosses with high emotional intelligence are good in retaining employees for the longer period of time (K. Singh, 2008).

#### **Emotional Intelligence and Organizational Citizenship behavior**

Organizational Citizenship Behaviour (OCB) is directly or formally not compensated by the organization's reward system (Smith et al., 1983) refers to OCB as behavior that is not formally requested or directly rewarded but can be functional to the operations of an organization. Many studies have shown that OCB can have a positive impact on organizational success through improvements in employee emotional state, productivity, performance, group activity coordination, recruitment, commitment, behaviors. International Journal of Organizational

Analysis in the year 2002 issued five articles to provides support for the importance of emotional intelligence in an organization (Svyantek, 2003).

Emotional intelligence is the capacity to recognize and articulate emotions among the individuals and others in the workplace. Anwar et al., 2017 identified that three components of EI namely use of emotion, others emotion appraisal and regulation of emotion plays a major role for enhancing their citizenship behaviour in the organization among the employees. The same result supported by (Turnipseed & Vandewaa, 2012; Balouch et al., 2015; Narayanan, 2016; Rafiei, 2017) in the research on effects of emotional intelligence on the OCB.

James et al., 2010 talked about how emotional intelligence and organizational citizenship behaviour are positively correlated. Here they included self – acceptance, problem solving, self – awareness, self – confidence, decisiveness, per fulfillment, empathy, anxiety, and stress and, assertiveness as the variable of emotional intelligence; sportsmanship, Conscientiousness, civic virtue, courtesy, and altruism are variables of organizational citizenship behaviour which used to analyze the EI's relationship with OCB. Emotional intelligence correlated to conscientiousness, civic virtue, and altruistic behaviors of followers (Korkmaz & Arpacı, 2009). People with high emotional intelligence are hypothesized to engage in more organizational citizenship behaviour than individuals with lower emotional intelligence. EI dimensions of perceiving, understanding, and managing emotions, positively effect to OCB-I and OCB-O. But the dimension of using emotions has no link to OCB. As well locus of control supported the EI to OCB-I link, but had no effect on the OCB–O linkage (Turnipseed, 2018).

The concept of organizational commitment incorporates three distinct constructs: affective, continuance and normative commitment. Employees with strong affective, continuance and normative commitment remain because they want to, they need to and they feel ought to do so respectively (Carmeli & Colakoglu, 2005) found significant interface between emotional intelligence and affective commitment in foreseeing altruistic behavior. In other words, the positive relationship between affective commitment and OCB-altruism behaviour was stronger for high emotional intelligence individuals. Emotional Intelligence has more to deal with different domains like personality, attitude, stress, performance and like many along with OCB. With this (Antony, 2013) suggested in his research that, executives posse average level of EI, Organizational Commitment and OCB. A positive correlation existed between EI and Organizational Commitment as well as EI and OCB.

Emotional Intelligence, Organizational Citizenship Behaviour and Leadership always catches attention for various researchers to study. One study on transformational leadership, organizational citizenship behavior and, emotional intelligence as a moderating variable examined that transformational leadership and employees' EI positively and significantly influence employees' OCB. Additionally, it also revealed that employees' EI moderates the transformational leadership and employees' OCB association (Khalili, 2017). Also, Leaders with high emotional intelligence enhances the citizenship behaviour in followers (T. Singh & Modassir, 2007).

### **Emotional Intelligence and Work Behaviour**

Organizational citizenship behaviour (OCB) talks about extra-role behaviour in an organization. When one is inclined to make long lasting bond or shown irreplaceable organization and once established the security, quality, and stability OCB is common factor to

be performed by an employee. There are studies that have proposed that work engagement has influenced by four dimensions of corporate citizenship (economic, legal, ethical, and discretionary citizenship) as well with the mediating effect of organizational trust. So based on attachment theory, it examined the role of corporate citizenship in form of organizational trust and work engagement (Lin, 2010).

Perceived leadership has no relation with employee's workplace jealousy and workplace jealousy also has no relation to employee's organizational citizenship behaviour both, directed by individual and organizational. It also relates to the workplace jealousy to OCB by mediating the ethical leadership through OCB as well moderating the ethical leadership through OCB showing the relationship between workplace jealousy and OCB (Wang & Sung, 2016).

Literature suggests that managerial skills in general and emotional intelligence play a significant role in the success of senior managers in the workplace. Few studies have provided evidence to support this argument. Many researchers contributed on how emotional intelligence is affecting to work attitude and behaviour. Emotional intelligence enhances positive work attitude, altruistic behaviour and work outcomes and moderates the effect of work-family conflict on career commitment but no effect on the job satisfaction (Carmeli, 2003). Employee's job satisfaction, commitment varies on supervisor's behaviour. Abusive behaviour of supervisor increases chances of subordinates to quit the job even this relationship become strong with high emotional intelligence (Pradhan & Jena, 2018).

Employees feeling job insecurity will lead to emotional reactions as well negative coping strategies. Emotional intelligence moderates employee's emotional reaction to job insecurity as well employee's ability to cope with the stress. Employees with low emotional intelligence experience negative emotional reactions to job insecurity and hence adopts negative coping strategies (Jordan et al., 2002). Employees with low in emotional intelligence state will find shortcomings to succeed in the job like; finding meaning, looking good, mistaken identity, emotional compensation, Righteousness and inconsistent outcomes (Chakravarty, 2019).

Relationship between Organizational Citizenship Behaviour and Counterproductive Work Behaviour is well researched and the study clarifies the relation between OCB and CWB was modestly negative (Dalal, 2005). It denotes to have an effect of other factors (job performance, emotional intelligence, job commitment) as a mediating role to analyse the relationship with OCB and CWB or Deviant Behaviour.

Ili Nabila Norsilan, Zoharah Omar, Aminah Ahmad in their research revealed that absence of social support has significant positive influence on employee workplace deviant behaviour. The result of their study suggests that lack of job properties such as social support may drive employees to engage in deviant work behaviour. However, high job demand experienced by employees does not drive them towards fetching in deviant work behavior (Ili et al., 2014).

### **Emotional Intelligence and Psychological Empowerment**

An empowered organization is an environment where employees in different groups work together to carry out activities. It starts with a change in beliefs, thoughts, and attitudes of employees. They need to understand they have the necessary ability and skill to perform tasks, the freedom and individuality in carrying out their activities (Ahmadi, 2016) conducted a study to investigate the relationship between emotional intelligence (responsibility, flexibility and decisiveness) and psychological empowerment and it was positive in nature.

An excess of research has been shown on empowering leadership, and its positive result on employees' outcomes has been well recognised (Spreitzer et al., 1999). The consent is that empowered employees turn out to be more satisfied with their jobs and dedicated to their allied organizations, and empowering leadership arouses reflective changes within organizations (e.g. Conger & Kanungo, 1988; Thomas & Velthouse, 1990). Leaders' emotional intelligence, personality, and empowering behavior have been heavily studied in the field of organizational behavior. The popular of research on EI and personality has shown their significant influence on personal outcomes. It has also been suggested that empowerment is an important psychological mechanism underlying follower outcomes. (Liu et al., 2012) studied the relationship between team leader's emotional intelligence and personality on team outcomes and mediating effect of team leader's empowering behaviour supports with the theoretical framework.

## HYPOTHESIS

H1: Emotional Intelligence positively impacting to employees' organizational citizenship behaviour.

H2: Emotional Intelligence has negative impact on employees' deviant behaviour.

H3: Psychological Empowerment positively impacting to employees' organizational citizenship behaviour.

H4: Psychological Empowerment has negative impact on employees' deviant behaviour.

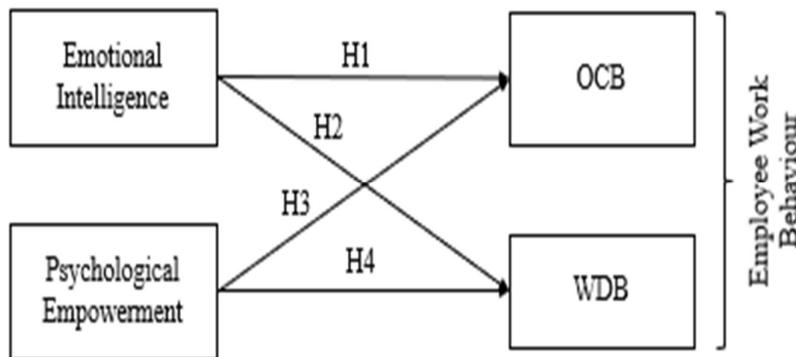


Figure 1: Proposed Research Model

## RESEARCH METHODS

### Data Collection

The structured questionnaire was designed and administered using Google Forms because the study sought to measure the employees' behaviours concerning their PE and EI. To collect the data, it was strategically planned to distribute the questionnaire to the largest population possible. We used a non-probability convenience sampling method through Mail, LinkedIn, and WhatsApp. Responses were limited to employees working in the IT industry in Gujarat's major cities (Ahmedabad, Gandhinagar, Vadodara, Surat, and Anand). Non-managerial level

workers in first and mid-level management were among the respondents. The approach used for the data collection was self-reporting, and participation was entirely voluntary. 15 IT firms were chosen at random from Gujarat's five cities. Respondents were asked to rate their level of agreement or disagreement with items on PE, EI, OCB and WDB, on a 7-point Likert-type scale. Appendix A contains a list of all the test items and their sources.

It was pretested with 40 IT employees to ensure that the structured questionnaire was clear and appropriate to increase its quality. The questionnaire was appropriately revised after considering the suggestions and responses of the respondents.

## **Measurements**

### Emotional Intelligence:

The emotional intelligence test was a 68-item scale created by Daniel Goleman (R. E. Boyatzis & Goleman, 2001). This scale evaluates self-awareness, self-management, social awareness, and relationship management—the four constructs created by Daniel Goleman. Responses were given on a 7-point Likert scale, with 1 representing "strongly disagree" and 7 representing "strongly agree." Examples include the following: "I recognize the situations that arouse strong emotions in me," "I change overall strategy, goals, or projects to fit the situation," "I understand the organization's unspoken rules" and "I stay composed and positive, even in trying or difficult moments." (Daniel Goleman, 1995)

### Psychological Empowerment:

To research employee empowerment behaviour, Spreitzer's measurement scale consist of a total of 12 items (three items for each dimension) on a seven-point Likert scale with anchors of 1 for strongly disagree and 7 for strongly agree were employed. Examples of such statements include "I have a significant impact on what happens in my section of this department," "I feel confident in my abilities to perform my job," "The work I do is very important to me," and "I have significant autonomy in determining how I do my job." (Spreitzer, 1995)

### Organizational Citizenship Behaviour:

Lee and Allen's (2002) 16-item organizational citizenship behaviour scale was used to assess organizational citizenship behaviour. These 16 items were divided into two groups: one for individual behaviour (OCBI) (for example, "I willingly give my time to help others who have work-related problems", "I show genuine concern and courtesy toward co-workers, even under the most trying business or personal situations") and one for organizational behaviour directed by organizations (OCBO) (for example, "I show pride when representing my organization in public", "I do take action to protect my organization"). The responses were on a seven-point Likert scale, with 1 being strongly disagreed and 7 is strongly agreed (Williams & Anderson, 1991).

### Work Deviant Behaviour:

Bennett and Robinson's work deviant behaviour multidimensional scale was used to assess the work deviant behaviour of employees in the IT industry. A total of 28 items (7 from interpersonal deviance and 21 from organizational deviance) were chosen to assess employees' work-deviant behaviour. The scale was converted into a 7-point Likert scale where 1 strongly disagrees and 7 strongly agrees based on the study's needs, and its reliability was found to be 0.882. Interpersonal deviance, for example, 'I make fun of someone at work,' and organizational deviance, 'I work on a personal matter instead of work for my employer' (Robinson & Bennett, 1995).

### Data Analysis

This descriptive research focuses on whether PE affects employees' work behaviour independently or not. Also, whether any effect of EI on employees' work behaviour is there or not. In this research employees from IT companies were focused for the survey and multiple regression analysis has been used to analyse the objectives of the research. A Total 183 employees have responded to the questionnaire.

### Demographic information:

A total of 250 questionnaires were sent to all 15 companies, out of which 200 were responded to but 183 questionnaires were showing complete data and the rest 17 were showing either incomplete or vague data. However, 183 responses were used for analysis where, sample comprised of 105 men and 78 women.

### Multiple Regression Analysis:

Multiple regression analysis was utilized in this study to determine how PE and EI affected employees' behaviour at work. Numerous studies have shown a favorable association between EI and OCB as an employee's work behaviour but a negative correlation between EI and WDB. In addition to analyzing how EI affects employees' job behaviours, this research also considers how PE affects those behaviours. In this study, we used the independent variables PE and EI together with the dependent variables OCB and WDB.

To investigate the relationship between PE, EI, and employees' work behaviour on two aspects—OCB and WDB—separate moderated multiple regression analyses were carried out. The impacts of PE and EI were regressed on OCB as a favorable employee work behaviour in the first stage. The impact of PE and EI was then regressed on WDB as a poor employee conduct. EI was predicted to balance out the impact of PE and OCB. For example, people with high EI scores are more positively impacted by PE and OCB than people with low EI scores.

Table 1: Model Fit Summary of the OCB as DV and PE, EI as IDV

Model	R	R Square	Adjusted R Square	R
1	.949 <sup>a</sup>	.900	.899	

Table 2: Regression model of the OCB as DV and PE, EI as IDV

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	164.250	2	82.125	815.696	.000 <sup>b</sup>
	Residual	18.223	181	.101		
	Total	182.473	183			
a. Dependent Variable: DV-OCB						
b. Predictors: (Constant), IDV-PE, IDV-EI						

As per the above table 1 and 2, regression model, the P values is less than 0.05 which means that the PE and EI as independent variables are significant to OCB as dependent variable.

Table 3: Model shows regression coefficient of the OCB as DV and PE, EI as IDV

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.451	.147		-3.076	.002
	IDV_EI	.720	.055	.582	13.202	.000
	IDV_PE	.406	.044	.404	9.154	.000

According to a review of Table 3, the PE and EI have positive  $\beta$  values, or 0.406 and 0.720, respectively. Additionally, for both PE and EI, the significance P value is 0.000. This shows that PE and EI, as independent factors, have a beneficial influence on OCB, an employee's work behaviour, on their own. When a person's PE and EI levels are strong, they are more likely to exhibit good work habits and organizational citizenship.

It was anticipated that EI would balance the impact of PE and WDB. People with low EI levels experience negative outcomes from PE and WDB compared to people with high EI levels.

Table 4: Model Fit Summary of the WDB as DV and PE, EI as IDV

Model	R	R Square	Adjusted R Square
1	.720 <sup>a</sup>	.513	.512

Table 5: Regression model of the WDB as DV and PE, EI as IDV

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.406	2	11.203	17.043	.000 <sup>b</sup>
	Residual	118.979	181	.657		
	Total	141.384	183			
a. Dependent Variable: DV2_WDB						
b. Predictors: (Constant), IDV_PE, IDV_EI						

As per the above table 4 and 5, regression model, the P values is less than 0.05 which means that the PE and EI as independent variables are not significant to WDB as dependent variable.

Table 6: Model shows regression coefficient of the WDB as DV and PE, EI as IDV

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.451	.375		6.542	.000
	IDV_EI	-.811	.139	.745	5.818	.000
	IDV_PE	-.588	.113	-.663	-5.181	.000

Reviewing table 6 reveals that the PE and EI have negative values, namely -0.588 and -0.811, respectively. Additionally, for both PE and EI, the significance P value is 0.000. This shows that WDB as an employee's work behaviour is negatively impacted by PE and EI as independent variables. A person with low PE and EI exhibits high WDB or a negative correlation between them.

## DISCUSSION

The current study intends to investigate the effects of EI and PE workers' work behaviour regarding Gujarat's IT industry.

Examining the impact between EI and employee OCB was the study's first goal. EI and OCB, as determined by the respondent, will be positively correlated, according to hypothesis 1. This notion is supported by the findings of the current research. Therefore, those who have higher EI are more likely to engage in OCB. This beneficial effect is consistent with the findings of earlier research (Turnipseed & Vandewaa, 2012; Balouch et al., 2015; Narayanan, 2016; Rafiei, 2017). The findings of the present study also provide evidence in support of the assumption that EI may play a significant role in enhancing citizen behaviour.

The study's second goal was to look at the relationship between EI and WDB. The influence of EI and WDB, as determined by the participants, was discovered to be negatively associated, supporting hypothesis 2. This inverse link is in line with earlier research's assumptions. (Dalal, 2005, Ili et al., 2014). It's acceptable that people with high EI scores are less likely to participate in WDB. This hazy understanding is based on the hypothetical assumption that low WDB may be preceded by high EI.

The study's final objective was to determine how PE affected OCB and WDB. According to hypotheses 3 and 4, when measured by the subjects, DWB will be negatively correlated with PE and OCB will be positively correlated with PE. The new study's findings provide support to this hypothesis. And the beneficial effect is consistent with the findings of the earlier investigation. The results of the most recent study provide credence to the hypothesis that EI and PE may be contributing factors to employees' high OCB and low WDB.

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