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A Study On Emotional Intelligence Of Employees In Relation To Organizational Citizenship Behaviour At Zoho Corporation Chennai

Veena C S¹ Dr. N. Venkateswaran²

Student¹, Dean & Professor²

Master of Business Administration¹²

Panimalar Engineering college¹²

Ponnamallee, Chennai.

ABSTRACT

This study focuses on the relationship between Emotional Intelligence (EI) and Organizational Citizenship Behaviour (OCB) among employees of Zoho Corporation, located in Chennai, India. The main purpose is to understand how different aspects of emotional intelligence such as self-awareness, empathy, motivation, and social skills affect employees' willingness to go beyond their job roles and support the organization and their colleagues. The research was conducted using a descriptive design, and data was collected from 152 employees through a structured questionnaire. Statistical methods like chi-square tests and correlation analysis were used to examine the link between EI and OCB. The results show that most employees had moderate levels of emotional intelligence and were generally willing to engage in positive, voluntary behaviours at work. While some relationships between EI and OCB were not statistically significant, the overall trend suggests a positive connection between the two. The study concludes that emotional intelligence can influence organizational citizenship behaviour. It recommends that companies include emotional intelligence training in their HR practices to improve teamwork, communication, and overall workplace performance.

Keywords: Emotional Intelligence, Organizational Citizenship Behaviour, Empathy, Motivation, Self-awareness, Social Skills, Workplace Performance

1.INTRODUCTION

In today's dynamic work environment, Emotional Intelligence (EI) has become a vital factor in shaping how employees interact, adapt, and thrive. Beyond technical skills and IQ, EI helps individuals manage their emotions, communicate effectively, and build meaningful relationships at work. These qualities not only improve personal performance but also foster a culture of teamwork and understanding. Employees with strong emotional intelligence are more likely to stay calm under pressure, handle conflicts with maturity, and support their colleagues' qualities that go a long way in creating a positive and productive workplace. One of the most meaningful outcomes of EI is its influence on Organizational Citizenship Behaviour (OCB) the kind of voluntary, helpful actions that aren't required by a job description but are essential for a healthy organizational culture. As workplaces evolve, organizations that invest in developing emotional intelligence often see stronger collaboration, higher employee engagement, and a workforce that's better prepared to meet challenges together.

2. NEED OF THE STUDY

This study explores the impact of emotional intelligence (EI) on organizational citizenship behaviour (OCB), emphasizing its role in improving workplace relationships and boosting productivity. It identifies key EI attributes, such as self-awareness, empathy, and social skills, that significantly contribute to fostering OCB. By addressing gaps in existing research, this study offers new insights into the connection between EI and OCB. The findings highlight the importance of integrating EI training and assessment into organizational hiring processes to promote a more positive and collaborative work environment. Through surveys and statistical analysis, the study provides empirical evidence supporting the crucial role EI plays in enhancing OCB and overall workplace dynamics.

3.OBJECTIVES OF THE STUDY

- To study on emotional intelligence in relation to organizational citizenship behaviour at Zoho Corporation.
- To examine how Emotional Intelligence is influenced by demographic variables
- To assess the level of self-awareness and self-regulation among employees.
- To analyse how employees' emotions impact their work performance and behaviour in the organization.
- To explore how employees socialize with their colleagues and how EI affects workplace relationships.

4.SCOPE OF THE STUDY

This study investigates how emotional intelligence (EI) helps employees reduce stress, enhance job satisfaction, and improve overall work performance. It examines the relationship between EI and positive workplace behaviors, such as teamwork, kindness, and responsibility, across various industries. By identifying essential EI traits like self-awareness, empathy, and social skills, the study provides valuable insights into how these qualities foster cooperation and support among employees. The findings offer

practical recommendations for organizations, including the implementation of EI training programs, incorporating EI into hiring practices, and integrating both EI and organizational citizenship behavior (OCB) into performance evaluations to strengthen workplace dynamics.

5. REVIEW OF LITERATURE

1. Bediako Adomako (2025) This study explores how different leadership styles autocratic, democratic, and transformational affect employees' willingness to go beyond their job roles, known as Organizational Citizenship Behaviour (OCB). It focuses on businesses in Ghana and examines whether a leader's emotional intelligence (EI) changes this relationship. The results show that democratic and transformational leadership styles encourage OCB, with transformational leadership having the strongest effect. Surprisingly, a leader's EI does not significantly impact this connection, suggesting that supportive and inspirational leadership is more influential than emotional intelligence in this specific case.

2. Atty Tri Juniarti, Bayu Indra Setia, Bambang Dwi Aditya Nusantara, Erik Syawal Alghifari (2025) This research looks at how maintaining a good work-life balance and managing job stress influence employee performance. It highlights the role of OCB in bridging these factors. The study finds that employees with a healthy work-life balance perform better, while those under excessive stress struggle with productivity. However, employees who actively contribute beyond their job roles helping colleagues, taking initiative, and showing dedication can better manage stress and maintain high performance. The study emphasizes the need for companies to promote work-life balance and create a positive work culture where employees feel motivated to contribute.

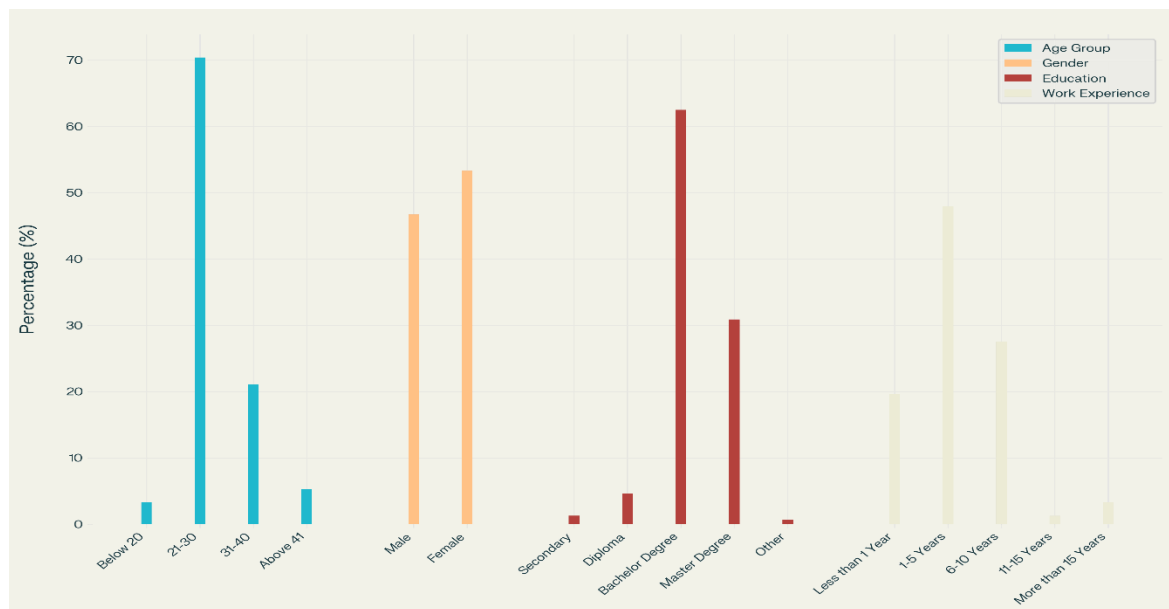
6. RESEARCH METHODOLOGY

This study employs a descriptive research design to explore the questions of who, what, when, where, and how, with the aim of defining and describing the subject. The convenience sampling technique was used, selecting participants based on accessibility, which is ideal for pilot testing. The final sample size of 152 was determined following a pilot study involving 30 respondents.

7.DATA ANALYSIS AND INTERPRETATION

Table 1: Demographic profile of employee

Category	Subcategory	No. of Respondents	Percentage
Age Group	Below 20	5	3.3
	21-30	107	70.4
	31-40	32	21.1
	Above 41	8	5.3
	Total	152	100
Gender	Male	71	46.7
	Female	81	53.3
	Total	152	100
Education	Secondary	2	1.3
	Diploma	7	4.6
	Bachelor Degree	95	62.5
	Master Degree	47	30.9
	Other	1	0.7
	Total	152	100
Work Experience	Less than 1 Year	30	19.7
	1-5 Years	73	48
	6-10 Years	42	27.6
	11-15 Years	2	1.3
	More than 15 Years	5	3.3
	Total	152	100



Source: Author generated

FINDINGS

Most respondents (70.4%) are young adults aged 21–30, Slightly more than half (53.3%) of the participants are female. The majority (62.5%) hold a bachelor's degree. Nearly half (48%) have 1 to 5 years of work experience.

Inference:

1. Most respondents (70.4%) are young adults between 21 and 30 years old.
2. Slightly more than half (53.3%) of the participants are female.
3. A large majority (62.5%) have a bachelor's degree, and many (30.9%) have a master's degree.
4. Nearly half (48%) have 1 to 5 years of work experience, showing they are early in their careers.

7.2 STATISTICAL TOOLS

CHI SQUARE:

HYPOTHESIS FRAMED:

H0: There is no significant difference between Employment Status and Empathy

H1: There is a significant difference between Employment Status and Empathy

Employment Status	Agree (O)	Disagree (O)	Neutral (O)	Strongly Agree (O)	Total (O)	Agree (E)	Disagree (E)	Neutral (E)	Strongly Agree (E)	Total (E)	$\frac{(O_i - E_i)^2}{E_i}$
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Contract employee	3	1	1	2	7	3.73	0.23	1.56	1.47	7	3.14
Fulltime employee	69	4	30	26	129	68.7 3	4.25	28.85	27.18	129	0.114
Internship	5	0	2	1	8	4.26	0.26	1.79	1.68	8	0.69
Trainee	4	0	1	3	8	4.26	0.26	1.79	1.68	8	1.98
Total	81	5	34	32	152	81	5	34	32	152	5.923

Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.923	9	0.747
Likelihood Ratio	5.961	9	0.743
N of Valid Cases	152		

Interpretation:

The chi-square test yielded a statistic of 5.923 (df = 9, p = 0.747). Since the p-value is much greater than 0.05, we accept the null hypothesis and conclude that there is no significant association between employment status and response in this sample.

CORRELATION:

HYPOTHESIS FRAMED:

H0: There is no significant relationship between Self Awareness and self-regulation.

H1: There is a significant relationship between Self Awareness and self-regulation.

		I recognize how my feelings affect my performance	I know how to calm myself down when I feel anxious
I recognize how my feeling affects my	Pearson Correlation	1	.154
	Sig. (2- tailed)	152	.059

performance	N		152
I know how to calm myself down when I feel anxious.	Pearson Correlation	.154	1
	Sig. (2 - tailed)	.059	152
	N	152	

INTERPRETATION:

The Pearson correlation between recognizing how feelings affect performance and calming oneself when anxious is 0.154, indicating a weak positive relationship. The p-value of 0.059 shows the correlation is not statistically significant. Thus, we cannot confidently say these two factors are strongly connected.

INTERVAL ESTIMATION

Where,

$$\text{Confidence Interval} = p \pm Z_{\alpha/2} \sqrt{\frac{pq}{n}}$$

- **p = Proportion of Success = 0.645**
- **q = Proportion of Failure = 1 - p = 0.355**
- **n = Number of Respondents = 152**
- **Z_{α/2} = Confidence level (95%) = 1.96**

$$\text{Confidence Interval} = 0.645 \pm 1.96 \times \sqrt{\frac{0.645 \times 0.355}{152}}$$

$$= 0.645 \pm 0.0763$$

$$\text{Confidence Interval} = (0.569, 0.721)$$

INTERPRETATION:

It is found that the statistical parameter lies between 0.569 and 0.721. Hence, it is concluded that the proportion of employees willing to socialize with people having different ideas in the population parameter ranges between 56.9% and 72.1%, respectively.

8. SUMMARY OF FINDINGS

1. 57.9% of respondents were willing to take on tasks beyond their formal job roles, showing that emotional intelligence positively influences OCB, where employees engage in extra-role behaviors.
2. A majority of respondents (70.4%) were between 21 and 30 years old, suggesting that younger employees may exhibit higher emotional intelligence in terms of adaptability and teamwork.
3. 44.7% of respondents sometimes knew how to calm themselves when anxious, indicating moderate self-regulation, though there is potential for further development in emotional control.
4. 40.8% of participants were neutral about emotions impacting their work performance, reflecting mixed perceptions of how emotions affect their job effectiveness and requiring further exploration.
5. 64.5% of respondents were willing to engage in social activities, and 53.3% were willing to help coworkers, showing that emotional intelligence plays a crucial role in workplace relationships and collaboration.

9. SUGGESTIONS

1. Emotional intelligence training should be implemented to help employees better recognize and manage their emotions, thereby improving workplace performance and interpersonal relationships.
2. Structured and regular feedback systems should be established to support continuous learning, self-improvement, and professional development, ensuring employees feel guided and valued.
3. Workshops and resources focusing on stress management and emotional regulation should be provided to help employees effectively manage anxiety and work-related pressure.
4. Clear goal-setting frameworks and performance tracking tools should be introduced to enhance accountability and encourage employees to take full ownership of their responsibilities.
5. Employee participation in collaborative activities and programs should be encouraged to develop social skills, enhance teamwork, and foster a sense of belonging within the workplace.

10. CONCLUSION

This study explored the relationship between emotional intelligence (EI) and organizational citizenship behavior (OCB) at Zoho Corporation. It found that employees with higher EI are more likely to engage in actions that positively impact the organization. Promoting EI through training can improve communication, reduce conflicts, and foster a collaborative work culture. However, limitations such as self-reported data and cross-sectional design should be addressed in future research.

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