

EMOTIONAL INTELLIGENCE AND ON-THE-JOB BEHAVIOUR

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Abstract *Turbulent globalised business environment has necessitated the dedicated performance of employees. It is the human resources which can make or mar the organisation. Employees' effectiveness is based on his knowledge, talent, interpersonal skills and experience in organisation. Earlier intelligent quotient was the criterion for selection of employees, but now their emotional intelligence (i.e. how they handle and manage their own as well as others' emotions) has become more prominent in their effectiveness at job. Present study has tried to explore the influence of emotional intelligence on on-the-job behaviour of employees. On-the-job behaviour has been studied on four dimensions namely, positive work behaviour, physical withdrawal behaviour, psychological withdrawal behaviour and antagonistic work behaviour. Sample for the study comprised 311 employees from service sector. Study has confirmed the relationship and influence of emotional intelligence on positive work behaviour, psychological withdrawal behaviour, physical withdrawal behaviour and antagonistic work behaviour. Study further analysed the demographic analysis of employees regarding emotional intelligence and on-the-job behaviour on the basis of age, gender, educational qualification and total work experience of employees.*

Keywords: *Emotional Intelligence, Positive Work Behaviour, Psychological Withdrawal Behaviour, Physical Withdrawal Behaviour, Antagonistic Work Behaviour.*

INTRODUCTION

Organisational environment has become highly unstable, bringing astonishing challenges day by day. The biggest challenge for an organisation is to ensure dedicated job performance of employees by encouraging their positive work behaviour. Employees' job behaviour is determined by a number of factors like their personality, emotional intelligence, technical knowledge, organisation culture, perceived organisational support and perceived equity. After the liberalisation, privatisation and globalisation, acquisition of financial resources is not a problem, the biggest challenge is to acquire, train, retain and maintain the effective work force. It is the human resources which can make or mar the organisation. Their interpersonal relationships are becoming much more complex. Employees' overall performance is measured by new yardstick, i.e. how effectively he can handle his relations with other employees and customers of the concern, i.e. emotional intelligence of a person. Employees' on-the-job behavior (i.e. his task performance and his citizenship behaviour) has significant impact on the profitability and effectiveness of the concern. Employees' job behaviour may have various dimensions namely positive work behaviour, psychological withdrawal behaviour, physical withdrawal behaviour and antagonistic work behaviour.

REVIEW OF LITERATURE

Emotional Intelligence

In earlier times, intelligence quotient was considered as the best determinant of selection of an employee. But in present scenario, organisational working has become much more complex, employees' status and competencies have changed, which has further transformed their position in the organisation. Interpersonal relations have become an important factor in performance of employees, thus, emotional intelligence has gained importance. Singh (2006) considered emotions as "human beings' warning systems that alert them to what is really going on around them. They are complex state of the human mind, involving physiological changes on the one hand and psychological changes on the other." Intelligence is defined as one's cognitive ability i.e. one's capability to learn, recall, apply, think, reason and abstract. Gibbs (1995) pointed out that intelligence quotient gets you hired but emotional quotient gets you promoted.

Emotional intelligence is the ability of a person to understand his/her emotions, understand the emotions of other persons and to manage the emotions in interpersonal relationships. Salovey and Mayer (1990) first introduced the concept of emotional intelligence as a type of social intelligence, separable from general intelligence and defined emotional intelligence "as the ability to monitor one's own and other's

feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions".

On-the-Job Behaviour

On-the-job behaviour is dependent upon perception of employees towards his/her capability for the job, perceived equity, provision for career growth, organisational support and culture. On basis of their expectations, capabilities and organisational environment, employees' may exhibit different behaviours like positive work behaviour (in-role or extra-role), or psychological or physical withdrawal behaviour and sometimes even antagonistic work behaviour. An organisation's aim is to get the best out of its employees. Job behavior consists of in-role and extra-role behaviour. In-role behaviour refers to the activities which are expected from the employees because of the position held by them in the organisation, i.e. job responsibilities of particular position. Extra-role behaviour refers to efforts on the part of employees because of their sense of belongingness to the organisation. It includes individual efforts which are not directly related to employees' main task function, but out of their association with the organisation, like helping others, finding ways to improve organisational functioning. Dunlop and Lee (2004) emphasized on the importance of analysis of non-task behaviour along with task performance in determining overall job performance. Present study has covered four dimensions of on-the-job behaviour namely, positive work behaviour (i.e. volunteering for the extra work, cooperating with co-workers, suggesting ways to improve an organisation's performance), psychological withdrawal behaviour (non-involvement of employee in the job, thinking of being absent, day dreaming), physical withdrawal behaviour (turnover, absenteeism and delays) and antagonistic work behaviour (arguing with co-workers, complaining about their acts, gossiping, destroying equipment). Psychological withdrawal behaviours could be daydreaming, or chatting with co-workers about non-work related subjects (Lehman & Simpson, 1992). An employee behaving in a negative manner, which can be arguing with co-workers, complaining about their acts, gossiping, destroying equipment, doing work incorrectly, spreading rumors and stealing would be viewed as antagonistic work behaviours (Cropanzo *et al.*, 1997; Cohen-charash & Spector).

Emotional Intelligence and On-The-Job Behaviour

Carmeli (2003) emphasized importance of emotional intelligence and pointed that it augments positive work attitudes, altruistic behaviour and work outcomes. Jung and Yoon (2012) confirmed that effective control and use of

emotions would create positive working environments and significantly improve organisational citizenship behaviours. Dincer *et al.*, (2011) suggested that emotional intelligence and innovative work behaviours affected each other positively. Mishra and Mohaparta (2010) revealed significant positive correlations between scores on the emotional intelligence scale and performance scale. Korkmaz and Arpacı (2009) pointed that emotionally intelligent leader is able to enhance the extra role behaviour of the employees of the organisation because it is when followers feel that the leader understands their needs; they will be willing to give their best to the organisation. Celik and Unler Oz (2011) indicated a significant relationship between emotional dissonance, turnover intentions and unexcused absenteeism. Wong and Law (2002) supported the interaction between emotional intelligence and emotional labour on job performance, organisational commitment, and turnover intentions.

NEED OF THE STUDY

LPG era, on the one hand, has enhanced the competition from local to global level, making world a "global village" and on the other hand, has increased the employees' expectations and opportunities. It is the human resources of an organisation who can become success factor for all the other resources or who can prove to be reason for decline of any organisation. Employees' on-the-job behaviour is determined by number of factors like their personality, emotional intelligence, technical knowledge, perceived organisational support and perceived equity. Further interpersonal relationship in organisations has become much more complex. The purpose of this study is to examine the influence of emotional intelligence on on-the-job behaviour of employees of service sector organisations in Punjab and Chandigarh.

OBJECTIVES

- To study the relationship of emotional intelligence with on-the-job behaviour and its dimensions in selected service sector organisations.
- To find out the influence of emotional intelligence on on-the-job behaviour and its dimensions in selected service sector organisations.
- To investigate the relationship of demographic variables i.e. age, gender, educational qualification and total work experience with :
 - a. Emotional intelligence
 - b. On-the-job behaviour

HYPOTHESES

- H₁: There is significant relationship between emotional intelligence and on-the job behaviour.
- H_{1a}: Emotional intelligence has significant relationship with on-the-job behavior of employees in selected service sector organisations.
- H_{1b}: Emotional intelligence has significant relationship with positive work behavior of employees in selected service sector organisations
- H_{1c}: Emotional intelligence has significant relationship with psychological withdrawal behaviour of employees in selected service sector organisations.
- H_{1d}: Emotional intelligence has significant relationship with physical withdrawal behaviour of employees in selected service sector organisations.
- H_{1e}: Emotional intelligence has significant relationship with antagonistic work behaviour of employees in selected service sector organisations.
- H₂: There is significant influence of emotional intelligence on on-the-job behaviour and its dimensions in selected service sector organisations.
- H_{2a}: Emotional intelligence has significant influence on on-the-job behaviour of employees in selected service sector organisations.
- H_{2b}: Emotional intelligence has significant influence on positive work behavior of employees in selected service sector organisations.
- H_{2c}: Emotional intelligence has significant influence on psychological withdrawal behaviour of employees in selected service sector organisations.
- H_{2d}: Emotional intelligence has significant influence on physical withdrawal behaviour of employees in selected service sector organisations.
- H_{2e}: Emotional intelligence has significant influence on antagonistic work behavior of employees in selected service sector organisations.
- H₃: There is significant relationship of demographic variables i.e. age, gender, educational qualification and total work experience with emotional intelligence and on-the-job behaviour in selected service sector organisations.
- H_{3a}: Employees of different age groups differ significantly with respect to their perception about emotional intelligence and on-the-job behaviour.
- H_{3b}: Employees of different gender categories differ significantly with respect to their perception about emotional intelligence and on-the-job behaviour
- H_{3c}: Employees of different educational qualification groups differ significantly with respect to their

perception about emotional intelligence and on-the-job behaviour.

- H_{3d}: Employees of different total work experience differ significantly with respect to their perception about emotional intelligence and on-the-job behaviour.

RESEARCH DESIGN

The present study has been confined to cover emotional intelligence and on-the-job behaviour of employees in selected service sector organisations in Punjab and Chandigarh. Sample for the study consisted of 311 employees from twelve companies from service sector (four each from banking, insurance and telecom sector). The research design of the present study is comprised of one independent variable i.e. emotional intelligence and one dependent variable i.e. on-the-job behaviour (positive work behaviour, physical withdrawal behaviour, psychological withdrawal behaviour and antagonistic work behaviour). Besides, demographic variables such as age, gender, educational qualification and total work experience has also been analysed with regard to their relationship with emotional intelligence and on-the-job behaviour.

DATA COLLECTION

Primary data were collected through preliminary interviews and questionnaires ultimately. Emotional intelligence instrument developed by Bhattacharya and Sengupta (2007), comprising 40 statements divided into five dimensions (appraisal of negative emotions, appraisal of positive emotions, interpersonal conflict and difficulty, interpersonal skill and flexibility, and emotional facilitation and goal orientation), has been used for the purpose of this study. On-the-job behaviour has been studied using on-the-job behaviour instrument developed by Lehman and Simpson (1992) comprising 22 statements divided into four dimensions (positive work behaviour, psychological withdrawal behaviour, physical withdrawal behavior and antagonistic work behaviour). The Cronbach alpha coefficient was found to be 0.837 for emotional intelligence and 0.853 for on-the-job behaviour.

RESULTS AND DISCUSSION

In order to meet the objectives of the study, data collected were analyzed. However, before undertaking a comprehensive data analysis normality of data was checked. It was done to determine if the data were suited for parametric or non-parametric tests. Kolmogrov-Smirnov test were conducted to meet this objective. Table 1 presents the statistic for the two tests i.e. Kolmogrov-Smirnov Tests. These results

Table 1: One-Sample Kolmogorov-Smirnov Test

		On-the-job behaviour	Emotional Intelligence
N		311	311
Normal Parameters ^a	Mean	2.1641	3.6560
	Std. Deviation	.48839	.54911
Most Extreme Differences	Absolute	.107	.071
	Positive	.107	.067
	Negative	-.055	-.071
Kolmogorov-Smirnov Z		1.882	1.250
Asymp. Sig. (2-tailed)		.002	.088

a. Test distribution is Normal.

indicated that the data were normally distributed. Karl Pearson's Correlation and Regression test were used to test the relationship between the two variables.

H₁: There is significant relationship between emotional intelligence and on-the job behaviour.

The results of Karl Pearson's correlation (Table 2) suggested a significant negative correlation between emotional intelligence and on-the-job behaviour. ($r = -.470$, $p = .000$). Three dimensions namely psychological withdrawal behaviour, physical withdrawal behaviour and antagonistic behavior have shown significant negative correlation with emotional intelligence, whereas positive work behaviour has indicated positive relationship with emotional intelligence.

Highest association has been reported for psychological withdrawal behaviour ($r = -.621$, $p = .000$) and positive work behaviour has reported lowest association ($r = .516$, $p = .000$). Physical withdrawal behaviour ($r = -.574$, $p = .000$) and antagonistic behaviour ($r = -.527$, $p = .000$) have shown significant negative relation with emotional intelligence.

Therefore the hypothesis, H₁, i.e. there is significant relationship between emotional intelligence and on-the job behaviour of employees in selected service sector organisations, is not rejected or may be accepted.

H₂: There is significant influence of emotional intelligence on on-the-job behaviour and its dimensions in selected service sector organisations.

H_{2a}: Emotional intelligence has significant influence on on-the-job behaviour of employees in selected service sector organisations.

The model summary, Table 3, reports strength of the relationship between the model and the dependent variable. It can be seen that regression model has explained 26.8 percent of the variance in the on-the-job behaviour.

It can be seen that dimensions of emotional intelligence fits the data well. A closer scrutiny of the results in Table 4 shows that the key explanatory variable in the emotional intelligence appraisal of negative emotions, interpersonal skill and flexibility and Interpersonal conflict and difficulty are significant predictors of on-the-job behaviour in service sector. Therefore, it can be concluded that emotional intelligence is significant predictor of on-the-job behaviour.

Results suggest that emotional intelligence has significant influence on the on-the-job behaviour of the employee. Findings of the study sustain the results of Levine (2010) and Carmeli (2003). Hence, hypothesis, H_{2a}, i.e. there is significant influence of emotional intelligence on on-the-job behaviour of employees in selected service sector organisations, is not rejected and may be accepted.

On-the-job-behaviour scale comprised one positive work behaviour and three negative work behaviours i.e. psychological withdrawal behaviour, physical withdrawal

Table 2: Correlations

		Positive Work Behaviour	Psychological Withdrawal Behaviour	Physical Withdrawal Behaviour	Antagonistic Behaviour	On-the-job Behaviour
Emotional Intelligence	Pearson Correlation	.516**	-.621**	-.574**	-.527**	-.470**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	311	311	311	311	311

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
3	.517c	.268	.261	.41997

a. Predictors: (Constant), Appraisal of negative emotions

b. Predictors: (Constant), Appraisal of negative emotions, Interpersonal skill and flexibility

c. Predictors: (Constant) Appraisal of negative emotions, Interpersonal skill and flexibility, Interpersonal conflict and difficulty

Table 4: Coefficients

Model	B	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		Std. Error	Beta			
3	(Constant)	3.811	.164		23.202	.000
	Appraisal of negative emotions	-.174	.044	-.267	-3.919	.000
	Interpersonal skill and flexibility	-.137	.034	-.205	-4.059	.000
	Interpersonal conflict and difficulty	-.140	.046	-.203	-3.044	.003

a. Dependent Variable: On-the-job behaviour

behaviour and antagonistic work behaviour. Influence of emotional intelligence has been further studied on each of the dimensions of on-the-job-behaviour.

H_{2b}: Emotional Intelligence has significant influence on positive work behavior of employees in selected service sector organisations.

The model summary, Table 5, reports strength of the relationship between the model and the dependent variable. It can be seen that regression model has explained 27.2 percent of the variance in the positive work behaviour.

It can be seen that dimensions of emotional intelligence fits the data well. A closer scrutiny of the results in Table 6 shows that the key explanatory variable in the emotional intelligence are appraisal of positive emotions, appraisal of negative emotions and interpersonal skill and flexibility are significant predictors of positive work behaviour in service sector. Therefore, it can be concluded that emotional intelligence is significant predictor of positive work behaviour.

Results suggest that emotional intelligence has significant influence on the positive work behaviour of the employees.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
3	.521c	.272	.265	.73487
a. Predictors: (Constant), Appraisal of Positive Emotions				
b. Predictors: (Constant), Appraisal of Positive Emotions, Appraisal of negative emotions				
c. Predictors: (Constant), Appraisal of Positive Emotions, Appraisal of negative emotions Interpersonal skill and flexibility				

Table 6: Coefficients

Model	B	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		Std. Error	Beta			
3	(Constant)	.402	.278		1.443	.150
	Appraisal of positive emotions	.329	.080	.267	4.088	.000
	Appraisal of negative emotions	.260	.059	.227	4.386	.000
	Interpersonal skill and flexibility	.203	.075	.173	2.716	.007
a. Dependent Variable: Positive work behaviour						

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
3	.667c	.445	.440	.55536
a. Predictors: (Constant), Appraisal of negative emotions				
b. Predictors: (Constant), Appraisal of negative emotions, interpersonal skill and flexibility				
c. Predictors: (Constant), Appraisal of negative emotions, interpersonal skill and flexibility, Interpersonal conflict and difficulty				

Table 8: Coefficients

Model	B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
3	(Constant)	5.165	.217		23.782	.000
	Appraisal of negative emotions	-.347	.059	-.350	-5.912	.000
	Interpersonal skill and flexibility	-.254	.045	-.250	-5.682	.000
	Interpersonal conflict and difficulty	-.278	.061	-.265	-4.576	.000
a. Dependent Variable: psychological withdrawal behaviour						

Findings of the study are consistent with the results of Jung and Yoon (2012), Levine (2010), Korkmaz and Arpacı (2009), Guleryuz *et al.*, (2008) and Carmeli (2003). Hence, hypothesis, H_{2b} , i.e. emotional intelligence has significant influence on positive work behaviours of employees in selected service sector organisations, is not rejected and may be accepted.

H_{2c} : Emotional Intelligence has significant influence on psychological withdrawal behaviour of employees in selected service sector organisations.

The model summary, Table 7, reports strength of the relationship between the model and the dependent variable. It can be seen that regression model has explained 44.5 percent of the variance in the psychological withdrawal behaviour.

It can be seen that dimensions of emotional intelligence fits the data well. A closer scrutiny of the results in Table 8 shows that the key explanatory variable in the emotional intelligence are appraisal of negative emotions, interpersonal skill and flexibility and interpersonal conflict and difficulty are significant predictors of psychological withdrawal behavior of employees in service sector. Therefore, it can be concluded that emotional intelligence is significant predictor of psychological withdrawal behaviour

Results suggest that emotional intelligence has significant influence on the psychological withdrawal behavior of the employees. Hence, hypothesis, H_{2c} , i.e. emotional intelligence has significant influence on psychological withdrawal behaviour of employees in selected service sector organisations, is not rejected and may be accepted.

H_{2d} : Emotional intelligence has significant influence on physical withdrawal behaviour of employees in selected service sector organisations.

The model summary, Table 9 reports strength of the relationship between the model and the dependent variable. It can be seen that regression model has explained 32.6 percent of the variance in the physical withdrawal behaviour.

It can be seen that dimensions of emotional intelligence fits the data well. A closer scrutiny of the results in Table 10 shows that the key explanatory variable in the emotional intelligence are appraisal of negative emotions, emotional facilitation and goal orientation, and interpersonal conflict and difficulty are significant predictors of physical withdrawal behaviour of employees in service sector. Therefore, it can be concluded that emotional intelligence is significant predictor of physical withdrawal behaviour.

Results suggest that emotional intelligence has significant

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
3	.571c	.326	.320	.55927
a. Predictors: (Constant), Appraisal of negative emotions				
b. Predictors: (Constant), Appraisal of negative emotions, Emotional Facilitation and Goal Orientation				
c. Predictors: (Constant), Appraisal of negative emotions, Emotional Facilitation and Goal Orientation, interpersonal conflict and difficulty				

Table 10: Coefficients^a

Model B		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		Std. Error	Beta			
3	(Constant)	4.013	.201		19.966	.000
	Appraisal of negative emotions	-.170	.061	-.188	-2.805	.005
	Emotional Facilitation and Goal Orientation	-.279	.042	-.334	-6.655	.000
	Interpersonal conflict and difficulty	-.210	.061	-.220	-3.443	.001
a. Dependent Variable: physical withdrawal behaviour						

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	.551	.304	.299	.64086
a. Predictors: (Constant), Appraisal of negative emotions				
b. Predictors: (Constant), Appraisal of negative emotions, Interpersonal skill and flexibility				

Table 12: Coefficients^a

Model B		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
2	(Constant)	4.501	.237		19.014	.000
	Appraisal of negative emotions	-.362	.050	-.354	-7.200	.000
	Interpersonal skill and flexibility	-.361	.052	-.343	-6.990	.000
a. Dependent Variable: Antagonistic work behaviour						

influence on the physical withdrawal behaviour of the employees. Hence, hypothesis, H_{2d} , i.e. emotional intelligence has significant influence on physical withdrawal behaviour of employees in selected service sector organisations, is not rejected and may be accepted.

H_{2e} : Emotional intelligence has significant influence on antagonistic work behavior of employees in selected service sector organisations.

The model summary Table 11 reports strength of the relationship between the model and the dependent variable. It can be seen that regression model has explained 30.4 percent of the variance in the antagonistic work behaviour.

It can be seen that dimensions of emotional intelligence fits the data well. A closer scrutiny of the results in Table 12 shows that the key explanatory variable in the emotional intelligence are appraisal of negative emotions and interpersonal skill and flexibility are significant predictors of antagonistic work behaviour of employees in service sector. Therefore, it can be concluded that emotional intelligence is significant predictor of antagonistic work behaviour.

Results suggest that emotional intelligence has significant influence on the antagonistic work behaviour of the

employees. Hence, hypothesis, H_{2e} , i.e. Emotional intelligence has significant influence on antagonistic work behavior of employees in selected service sector organisations, is not rejected and may be accepted.

H_3 : There is significant relationship of demographic variables i.e. age, gender, educational qualification and total work experience with emotional intelligence and on-the-job behaviour in selected service sector organisations.

H_{3a} : Employees of different age groups differ significantly with respect to their perception about emotional intelligence and on-the-job behaviour.

From the results of ANOVA (Table 13), it is clear that there are statistically differences ($p < 0.05$) between the mean values of different age group of employees for emotional intelligence ($p = .036$) and positive work behaviour ($p = .013$). However, no statistical differences have been found for on-the-job behaviour, psychological withdrawal behaviour, physical withdrawal behaviour and antagonistic work behaviour. From the results, it can be concluded that the hypothesis H_{3a} i.e. employees of different age groups differ significantly with respect to their perception about emotional intelligence and on-the-job behaviour is partially accepted.

Table 13: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Emotional Intelligence	Between Groups	1.996	2	.998	3.361	.036
	Within Groups	91.477	308	.297		
	Total	93.473	310			
On-the-Job behaviour	Between Groups	.005	2	.002	.010	.990
	Within Groups	73.937	308	.240		
	Total	73.942	310			
Positive work behaviour	Between Groups	6.300	2	3.150	4.381	.013
	Within Groups	221.415	308	.719		
	Total	227.715	310			
Psychological withdrawal behaviour	Between Groups	1.061	2	.530	.963	.383
	Within Groups	169.655	308	.551		
	Total	170.716	310			
Physical withdrawal behaviour	Between Groups	.615	2	.307	.667	.514
	Within Groups	141.945	308	.461		
	Total	142.559	310			
Antagonistic work behaviour	Between Groups	.046	2	.023	.039	.962
	Within Groups	181.626	308	.590		
	Total	181.672	310			

Table 14: Descriptive Statistics and T-test for Equality of Means of Gender Categories for Emotional Intelligence and On-the-Job Behaviour

	Gender	N	Mean	T	Sig
Emotional intelligence	Male	215	3.6490	-.345	.730
	Female	96	3.6719		
On-the-Job behaviour	Male	215	2.2133	2.684	.008
	Female	96	2.0540		
Positive work behaviour	Male	215	3.2809	-.914	.362
	Female	96	3.3771		
Psychological withdrawal behaviour	Male	215	2.0186	2.288	.023
	female	96	1.8281		
Physical withdrawal behaviour	Male	215	1.6791	3.468	.001
	female	96	1.4271		
Antagonistic behaviour	Male	215	1.8847	3.668	.000
	female	96	1.5938		

H_{3b}: Employees of different gender categories differ significantly with respect to their perception about emotional intelligence and on-the-job behaviour.

From the independent T-test results (Table14), it is clear that there are no statistically differences ($p < 0.05$) between the mean values of gender categories for emotional intelligence ($p = .730$) and positive work behaviour ($p = .362$). Results have shown statistical differences for on-the-job behaviour

($p = .008$), psychological withdrawal behaviour ($p = .023$), physical withdrawal behaviour ($p = .001$) and antagonistic work behaviour ($p = .000$). From the above results it can be concluded that the hypothesis H_{3b}, i.e. employees of different gender categories differ significantly with respect to their perception about emotional intelligence and on-the-job behaviour, is partially accepted.

H_{3c}: Employees of different educational qualification groups differ significantly with respect to their

Table 15: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Emotional Intelligence	Between Groups	.985	3	.328	1.089	.354
	Within Groups	92.488	307	.301		
	Total	93.473	310			
On-the-job behaviour	Between Groups	1.040	3	.347	1.461	.225
	Within Groups	72.902	307	.237		
	Total	73.942	310			
Positive work behaviour	Between Groups	3.942	3	1.314	1.803	.147
	Within Groups	223.773	307	.729		
	Total	227.715	310			
Psychological withdrawal behaviour	Between Groups	1.955	3	.652	1.186	.315
	Within Groups	168.761	307	.550		
	Total	170.716	310			
Physical withdrawal behaviour	Between Groups	5.264	3	1.755	3.924	.009
	Within Groups	137.295	307	.447		
	Total	142.559	310			
Antagonistic behaviour.	Between Groups	5.465	3	1.822	3.174	.025
	Within Groups	176.207	307	.574		
	Total	181.672	310			

perception about emotional intelligence and on-the-job behaviour.

From the results of ANOVA (Table15), it is clear that there are statistical differences ($p < 0.05$) between the mean values of different educational qualification groups of employees for physical withdrawal behavior ($p = .009$) and antagonistic work behaviour ($p = .025$). However, no statistical differences have been found for emotional intelligence, on-the-job behaviour, positive work behavior and psychological withdrawal behaviour. From the results, it can be concluded that the hypothesis H_{3c} , i.e. Employees of different educational qualification groups differ significantly with respect to their perception about emotional intelligence and on-the-job behaviour, is partially accepted.

H_{3d}: Employees of different total work experience differ significantly with respect to their perception about emotional intelligence and on-the-job behaviour.

From the results of ANOVA (Table16), it is clear that there are statistical differences ($p < 0.05$) between the mean values of different total work experience groups of employees for emotional intelligence ($p = .025$) and positive work behaviour ($p = .001$). Findings of the study are in line with the results of Mishra and Mohaparta (2010). However, no statistical differences have been found for on-the-job behaviour, psychological withdrawal behaviour, physical withdrawal behaviour and antagonistic behaviour. From the results, it can be concluded that the hypothesis H_{3d} , i.e. employees of different total work experience differ significantly with

respect to their perception about emotional intelligence and on-the-job behaviour, is partially accepted.

FINDINGS AND DISCUSSION

- Findings of the study suggested a significant negative correlation between emotional intelligence and on-the-job behaviour. Three dimensions, namely psychological withdrawal behaviour, physical withdrawal behaviour and antagonistic behaviour have shown significant negative correlation with emotional intelligence implying that an employee with high score of emotional intelligence has resulted in less of negative on-the-job behaviours like disrupting others' work or indulging in gossips and rumours. Positive work behaviour has indicated positive relationship with emotional intelligence indicating that person who scores high on emotional intelligence are also good at in-role and extra-role behaviour i.e. working towards the betterment of organisation by voluntarily doing extra work and attempting to improve organisational conditions.
- Further findings revealed significant influence of emotional intelligence on on-the-job behaviour explaining 26.8 percent variance. Emotional intelligence has further explained 27.2 percent variance in the positive work behaviour, 44.5 percent variance in the psychological withdrawal behaviour, 32.6 percent variance in the physical withdrawal behaviour

Table 16: ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Emotional Intelligence	Between Groups	2.809	3	.936	3.171	.025
	Within Groups	90.664	307	.295		
	Total	93.473	310			
On-the-job behaviour	Between Groups	.344	3	.115	.479	.697
	Within Groups	73.598	307	.240		
	Total	73.942	310			
Positive work behaviour	Between Groups	11.336	3	3.779	5.361	.001
	Within Groups	216.379	307	.705		
	Total	227.715	310			
Psychological withdrawal behaviour	Between Groups	2.472	3	.824	1.504	.214
	Within Groups	168.244	307	.548		
	Total	170.716	310			
Physical withdrawal behaviour	Between Groups	1.841	3	.614	1.339	.262
	Within Groups	140.718	307	.458		
	Total	142.559	310			
Antagonistic behaviour.	Between Groups	4.376	3	1.459	2.526	.058
	Within Groups	177.296	307	.578		
	Total	181.672	310			

and 30.4 percent variance in the antagonistic work behaviour.

- Findings revealed significant difference in perception of employees of different age groups with regard to emotional intelligence and positive work behaviour. However, no statistical differences have been found for on-the-job behaviour, psychological withdrawal behaviour, physical withdrawal behaviour and antagonistic work behaviour.
- Findings revealed no significant difference in perception of employees of different gender categories with regard to emotional intelligence and positive work behaviour. However, results have shown statistical differences for on-the-job behaviour, psychological withdrawal behaviour, physical withdrawal behaviour and antagonistic work behaviour.
- Findings explained statistical differences between the mean values of different educational qualification groups of employees for physical withdrawal behaviour and antagonistic work behaviour. However, no statistical differences have been found for emotional intelligence, on-the-job behaviour, positive work behaviour and psychological withdrawal behaviour.
- Findings suggested significant statistical differences between the mean values of different total work experience groups of employees for emotional intelligence and positive work behaviour. However, no statistical differences have been found for on-the-

job behaviour, psychological withdrawal behaviour, physical withdrawal behaviour and antagonistic work behaviour.

RECOMMENDATIONS

Findings of the study have highlighted the significant relation and influence of emotional intelligence on on-the-job behaviour. Emotional intelligence has shown significant positive relation with positive work behaviours and significant negative relation with negative work behaviours, implying that employees' scoring high on emotional intelligence exhibit more of positive work behaviour and score low on negative work behaviours. Organisations should take the initiative to augment the emotional intelligence as better emotional intelligence will not only improve employee's interpersonal behaviour, but will also contribute to the improvement in organisational success. Improved interpersonal relations will result in soothing and cordial atmosphere which will lead to enhanced efficiency and positive work behaviour. Organisations should encourage socialization programmes and conduct seminars/workshops to inculcate positive attitude among employees.

LIMITATIONS OF THE STUDY

- Present study has tried to analyse the employees' perception regarding their on-the-job behaviour, on employees' thus leaving potential for the data

inaccuracies due to socially desirable responses.

- Study concentrated on responses of middle level employees in service sector (banking, insurance and telecom sector) of Punjab and Chandigarh. Therefore, being localised in nature, perception of people in these areas cannot be generalised for rest of India.

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