

## **The Impact of Employees' Demographic Profile on their Emotional Intelligence and Organizational Citizenship Behaviour**

**Gitu Nijhawan**

Research Scholar, Amity University, India.

E-mail: [gitu.nijhawan@student.amity.edu](mailto:gitu.nijhawan@student.amity.edu), [gitunijhawan@gmail.com](mailto:gitunijhawan@gmail.com)

**Dr. Harminder Kaur Gujral**

Professor, ABS, Amity University, India.

E-mail: [hkgujral@amity.edu](mailto:hkgujral@amity.edu)

**Dr. Kavita Singh**

Professor, FMS, University of Delhi, Delhi.

E-mail: [kavita@fms.edu](mailto:kavita@fms.edu)

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### **Abstract**

This research paper examines how the demographic profile of employees influences the association between Emotional Intelligence (EI) and Organizational Citizenship Behaviour (OCB) in the IT industry. A descriptive research design was adopted with data obtained from 315 respondents from IT industry. A cross-sectional sample was collected using the survey method, and bivariate and multivariate statistical analysis techniques were applied to determine the research objectives. The results reveal that EI has a substantial impact on OCB. On analysing the impact of demographic variables, the findings reveal that age and job experience, unlike gender and marital status, have a moderating impact on EI skills for promoting better citizenship behaviour in the IT industry. Managers and HR professionals may realize that differences in demographic profile influences the behaviour and contribution of every employee, which is required to develop strategic HR planning aligned with overall organization's objectives.

### **Keywords**

Emotional Intelligence, Organizational Citizenship Behaviour, Demographic Profile, IT Industry.

## **Introduction**

Since the inception of the human relations perspective, the relevance of emotion in the workplace can't be ignored (Ashforth & Humphrey, 1995). It was quoted as:

“...emotions are an integral and inseparable part of everyday organizational life. From moments of frustration or joy, grief or fear, to an enduring sense of dissatisfaction or commitment, the experience of work is saturated with feeling”.

In the stark contradiction to Weber's notion that emotions in the workplace disrupted bureaucratic rationality, causing discrimination, conflict, and other undesired behaviours (Miao et al., 2017); management researchers and professionals need to realise that productivity will be achieved by managers that treat their employees positively and in return employees demand more responsibility, a wider range of duties, and the ability to make decisions (Argyris, 2017). Individual employees' contributions cannot be overlooked as we move to the modern world. These employees are the ones who contribute intellectual power to the development of technology that is used to complete tasks and evolves over time as job dynamics change.

To recognise and foresee the environmental requirements of rising rivalry and increasing market dynamics, companies must cultivate overarching personal and technical expertise in their employees to help them cope with these dynamic changes. Emotional Intelligence (EI) is all about how one is able to comprehend, control, and handle his/her own emotions in difficult situations positively to understand and commiserate others. It is important to foster a safe and conducive atmosphere for long-term partnerships with all stakeholders in order to ensure that organisations thrive. Employer-friendly organizational strategies must be enforced at all levels of the enterprise. Such activities necessitate a paradigm shift in organizational approach and structure that encourages employees to work together to maximize their efforts for the organization. Organizational Citizenship Behaviour (OCB) refers to the optimistic and proactive behaviour that employees display towards their colleagues and the company, outside of their formal job roles. This motivates employees to take the lead in coming up with fresh ideas and ensuring that the company is still improving.

After the publication of Daniel Goleman's book in 1995, the optimistic outlook of emotions began to shift. When confronted with tough situations, people with low emotional intelligence may experience wrath, fear, and other negative emotions. However, those with high levels of emotional intelligence can manage these feelings and behave more effectively and are willing to engage in prosocial OCB (Goleman, 1998; Miao et al., 2017). Over the

years, various studies considered EI and OCB as important components of individual performance (Abdullahi et al., 2020; Makkar & Basu, 2019). They believed that it does help in the convergence of collective action in amplifying its talent to grasp and sustain workers for empowered and productive reactions (Podsakoff & MacKenzie, 1997; Rotundo & Sackett, 2002). Though others still consider the concept of EI as overblown and are sceptical towards its importance in improving performance of employees.

The study is focused on finding the link between EI and OCB. It describes how demographic variables including gender, age, job experience, and marital status influence the relationship between EI and OCB by acting as moderators. Gender, age, job experience and marital status were used to rule out the moderating effect of these parameters on their relationship. The study attempted to address the key questions:

*RQ1. How does the emotional intelligence of employees affect OCB??*

*RQ2. Does gender have a moderating role on EI and OCB?*

*RQ3. Does the EI of employees results in better OCB with age?*

*RQ4. What is the role of job experience to amplify the positive impact of EI on OCB?*

*RQ5. Does the interrelation between EI and OCB get stronger for married employees than unmarried ones?*

In many respects, this study adds to the body of information about EI and OCB. First, the theoretical importance is presented by a brief literature review of the effect of EI on OCB. Second, the study's functional implications would allow managers and decision-makers to gain valuable insight into how emotional intelligence influences organizational citizenship behaviour of employees by increasing their productivity in the workplace. Finally, an attempt was made to comprehend the effect of demographic characteristics on emotional intelligence and organizational citizenship behaviour, which has not been clearly identified in previous studies. Though the relationship between EI and various human resource functions such as OCB, work efficiency, job performance and so on has been studied, the significance of socio- demographic variables has been overlooked. Furthermore, demographic factors function as moderating variables, allowing for a more detailed interpretation of the phenomenon and the meaning of relationships.

## **Literature Review**

### **1. Emotional Intelligence**

The concept of EI first emanated as a subset of social intelligence, the foundational theories of organizational behaviour, and their consequences for the work life is the pioneering work

of Thorndike, way back in 1920. The concept of social intelligence was further discussed, developed and explored by the comprehensive views of several researchers (Gardner, 1983). Thorndike (1920) pointed out that “intelligence is a three-facet construct of the ability to understand and manage ideas (abstract intelligence), concrete objects (mechanical intelligence) and people (social intelligence)”. He defined social intelligence as “the ability to understand and manage men and women, boys and girls- to act wisely in human relations”. Gardner introduced a categorization of intelligence in 1983, splitting it into two categories: (1) interpersonal intelligence, or the ability to understand and relate with others, and (2) intrapersonal intelligence, or the ability to explore oneself and use it productively. Following that, Peter Salovey and John Mayer in 1990, who coined the word Emotional Intelligence, which was popularized by Daniel Goleman in 1995 through his book of the same name. It was defined as “a combination of self-management skills and ability to develop relations with others”. Traditional definitions of intelligence in the 1900s centered on cognitive aspects— a deliberate intellectual process of thought, reasoning, or remembering—but non-cognitive aspects were later recognized as significant. Individuals' personality, mood, and behaviour are examples of non- cognitive abilities. Emotions are one of the most important non-cognitive elements, since they provide useful information regarding one's actions, relationships, and attitude toward life (Goleman, 1995). Emotions can be positive or negative. Executives and managers must consider how feelings and moods affect an employee's work atmosphere and productivity. Emotions are positive, according to different reports, and they help people work better and make better decisions. Reuven BarOn conceived the term Emotional Quotient (EQ) to guess-estimate emotional and social competence in 1977. He developed the first emotional intelligence amplitude, "Emotional Quotient Inventory (EQ-i)" (Bar-On, 2006). Researchers have been developing and expanding the theory of EI during this time period which further categorized into Ability Model, Trait Model and Mixed Model to assess different dimensions.

## **2. Organizational Citizenship Behaviour (OCB)**

OCB is characterized as “encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company” (Zhang, 2011). In other words, OCB is anything positive and productive that employees do on their own initiative to help colleagues and benefit the company. Denis Organ coined the word in the 1980s in a paper that looked at employees' subtle contributions which couldn't be calculated by hard quantitative measurements of productivity (Organ, 1988). Following that, academics and practitioners (Podsakoff & MacKenzie, 1997; Williams & Anderson, 1991) have stressed the role of OCB in achieving organizational effectiveness (Alkahtani, 2015). Employees who demonstrate to surpass expectations or transcend the least efforts

needed to execute an unprejudiced job are encouraged to participate in OCB. It promotes organizational operations by fostering interpersonal trust and a collaboration culture that is free of recognition and appreciation. Though the principles of “friendliness” and “helpfulness” are difficult to measure, OCB implicitly contributes to the organization by preserving the social system structure. Job satisfaction, interpersonal trust, and organizational engagement, according to numerous studies, are antecedents of OCB, while job and sales performance, productivity, creativity, customer service, job satisfaction, sales revenue, and financial efficiency are its outcomes (Basu et al., 2017). It is believed that OCB will eliminate the need for conventional and intrusive control systems (Organ, 1988). Various researchers have presented different dimensions of OCB since its inception in 1983 (Graham, 1986; Podsakoff & MacKenzie, 1997). It was initially divided into two categories: altruism and compliance (Bateman & Organ, 1983). Compliance was called conscientiousness later. Organizational Obedience, Organizational Loyalty, and Organizational Participation are the three types of organizational citizenship behaviour (OCB) suggested by Graham. Following that, Podsakoff and his co-authors described thirty organizational citizenship behaviours that were then summarized and grouped into seven dimensions: helping, participation, altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

In the 1980s, Organ suggested a most popular, five-dimensional model of OCB: altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. Altruism is demonstrating selflessness by assisting others at job; Courtesy is being respectful to avoid conflict; Conscientiousness refers to “the extent to which individuals show consistent and reliable behaviour while working in the organization”; Civic virtue is demonstrating interest in and engagement with corporate policies and practices; and sportsmanship is tolerating workplace annoyances. Williams & Anderson grouped altruism and courtesy into individual-directed behaviour (OCB-I), while conscientiousness, civic virtue and sportsmanship into organization-directed behaviour (OCB-O). Such behaviours increase both the employee's and the organization's performance and competitiveness, which contributes to the organization's overall effectiveness (Williams & Anderson, 1991).

## **Conceptual Research Model & Hypothesis**

### **1. Conceptual Research Model**

This research uses path analysis with latent build to analyze the correlation of EI and OCB. Figure 1 shows the research's hypothesized model, which examines the impact of an exogenous variable, EI, on an endogenous variable, OCB, as well as the role of four

moderating demographic variables, namely gender, age, job-experience, and marital status (Fig.1).

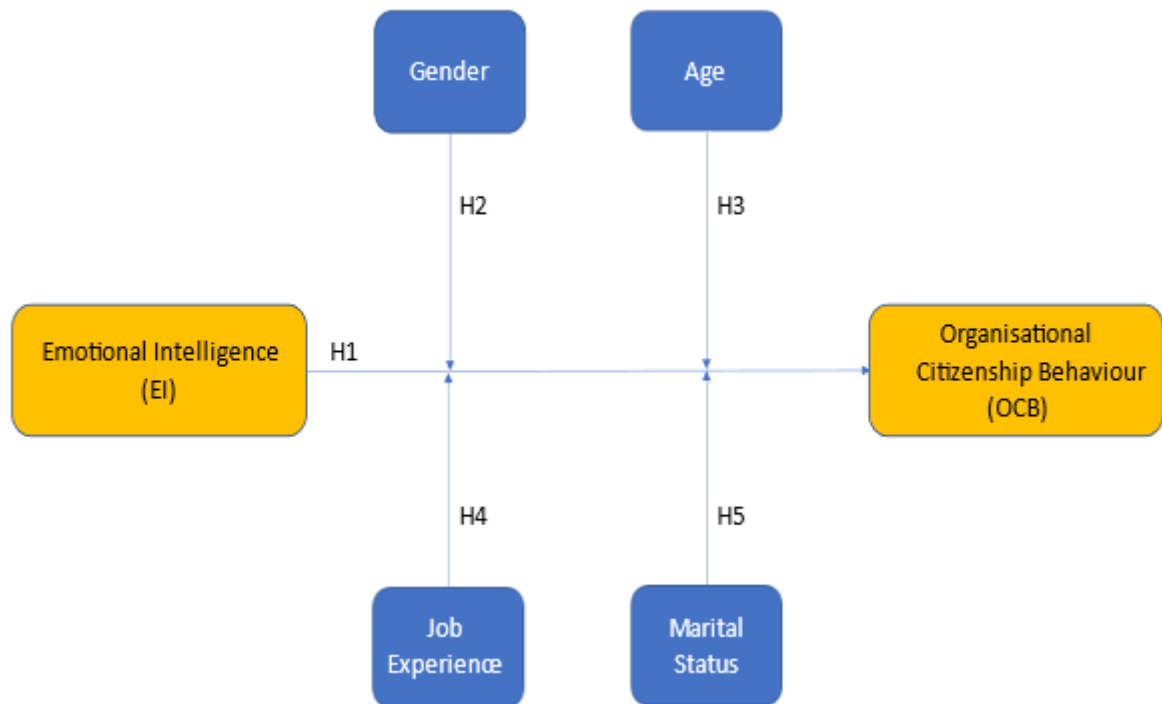


Fig. 1 Conceptual Model

## 2. Hypothesis

- **Emotional Intelligence and Organizational Citizenship Behaviour**

Given its development trajectory and prominence on the digital technology front, the IT industry has unique workforce difficulties. Instead of competing with massive business counterparts and modest creative groups, a "reskilling revolution" is needed in which organizations increase their talent pool from inside. The research explores the correlation of EI and OCB, which aims to enhance employees' synergistic behaviour in order to increase their efforts for the benefit of the business, thus increasing efficiency and productivity. Despite mixed reactions to this proposal, many researchers and analysts (Abraham, 2000; Douglas et al., 2004) observed significant relationships between EI and OCB. Others found that emotional intelligence predicted the OCB factors of conscientiousness, altruism, and commitment. In some studies, EI was also found to moderate the association with factors and OCB (Abdullahi et al., 2020). These investigations contributed to the initial hypothesis of the study.

*H1: There exists a positive relationship between EI and OCB.*

- **Moderating Role of Demographic Profiles**

### **The Role of Gender as a Moderator**

Gender disparities have elicited mixed corollaries from different researchers and observers. Analysts (Bar-On, 2006; Goleman, 1995; Meshkat & Nejati, 2017; Miri et al., 2013) suggested that Emotional intelligence did not differ in men and women, while other researchers suggested that EI, being the key predictor of job performance, varies as one gender performs better in particular jobs than the other. Employees' desire to use emotions and thoughts allows them to work to their full capacity and move beyond the boundaries in order to make organized efforts for the success and survival of a business (Dhani & Sharma, 2017). As a result, the relationship between EI and gender should be investigated in order to ensure continuous improvement in employee efficiency.

*H2: The impact of EI on OCB will be stronger among females than male employees*

### **The Role of Age as a Moderator**

The impact of age on the association of Emotional Intelligence and Organizational Citizenship Behaviour must be examined in order to extend our research beyond previous work in this field. Erstwhile research has recognized age as a sociodemographic variable essential to the progression of EI. The findings of these studies are incongruent. EI rises with age (Extremera et al., 2006; Kafetsios, 2004), while many (Farrelly & Austin, 2007; Goldenberg et al., 2006) failed to find any important relationships between age and EI. Despite the fact that the findings of different studies are contradictory, they all point to the importance of age as a significant factor coupled with EI as well as a moderating variable in the relationship with EI and OCB. The third hypothesis must be established in these reviews.

*H3: Age moderates the relationship between EI and OCB*

### **The Role of Job Experience as a Moderator**

“Our level of emotional intelligence is not set genetically, nor does it evolve only in early childhood,” according to Daniel Goleman. Unlike IQ, which appears to change after adolescence, “emotional intelligence appears to be primarily acquired, and it continues to evolve as we progress through life and experiences—our skill in it grows” (Goleman, 1998). Several analysts (Extremera et al., 2006; Kafetsios, 2004) asserted that in order for one's intelligence to be counted as general norm, one must accumulate more experience and

knowledge with the growing age. The impact of job experience on both EI and OCB is still obscure. The moderating effect on the hypothesized partnership, which determines our fourth hypothesis, must be investigated.

*H4: Job experience amplifies the positive effect between EI and OCB*

### **The Role of Marital Status as a Moderator**

Several researchers have found that marital status influences emotional intelligence (Extremera et al., 2006; Madahi et al., 2013) found no significant connection between marital status and emotional intelligence (Koopmans et al., 2012; Rahim, 2010). Still, we expect differences in EI scores between unmarried and married respondents, as stated in the fifth hypothesis of this research.

*H5: The association of EI and OCB is stronger for married employees than the unmarried ones.*

## **Methodology**

### **1. Research Design**

Quantitative research design has been used to provide an oriented and applicable approach to the research. A cross-sectional sample was collected using the survey method, and bivariate and multivariate statistical analysis techniques were applied to determine the research objectives. This type of research has the capacity to generalize results, allowing for probe of the influences of EI and the other demographic variables such as gender, age, or marital status on their individual level of respondents and specific populations (Hanson et al., 2005).

### **2. Study Population and Sampling Procedures**

Employees in India's IT sector made up the majority of the study's participants. India's global sourcing sector is still booming at a quicker rate than the IT-BPM industry. With a market share of approximately 50 - 60 percent of the US\$ 200-250 billion global services sourcing industry in 2019-20, India is the world's most marketable sourcing location. India's IT sector is expected to contribute for 8% of the country's GDP by 2020. In FY21, Indian IT exports are expected to increase by 1.9 percent to US\$ 150 billion (IBEF, 2021). Using quotas for gender, age, job experience, and marital status, a stratified random sampling process was drawn on to increase the representation of the population from the nation. This study included 315 IT employees from top-level companies like Infosys, TCS, Adobe,



Wipro, Tech Mahindra, HCL Technologies, Accenture, Cognizant. The primary data for the analysis was obtained using self-administered questionnaires. The following was the composition of the final sample obtained: 54.3 percent males and 45.7 percent females; 50.8 percent under 35 years old and 49.2 percent over 35 years old; 68.6 percent with less than 15 years of job experience and 31.4 percent with more than 15 years of work experience; and 26 percent unmarried and 74 percent married employees. Employee demographic moderators were quantified using categorical scales (see Table 1).

**Table 1 Categorical Classifications**

<b>Characteristics</b>	<b>Description</b>	<b>Percentage (%)</b>
Gender	Male	54.3
	Female	45.7
Age	18-24 years	14.29
	25-34 years	36.51
	35-44 years	19.68
	45-54 years	24.76
	55-65 years	4.76
	Job experience	Less than 1 year
	1-5 years	19.0
	6-10 years	22.2
	11-15 years	23.2
	16-20 years	17.1
	21-25 years	6.3
	26 years & above	7.9
Marital status	Unmarried	26
	Married	74

### **3. Research Instrument**

The questionnaire for the study used a five-point Likert scale to calibrate the replies of the respondents with 53 statements ranging from 1 (as strongly disagree) to 5 (as strongly agree). The legitimacy of the scales employed in this research for the constructs have been validated in previous research to measure EI and OCB. The Self-Report Emotional Intelligence Test (SREIT)(Schutte et al., 1998) was modified and 33 measurement items was adopted with four factors- Perception of emotions; Managing self-emotions; Social skills emotions; and Utilizing emotions. A modified 20-item variant of the Organizational Citizenship Behaviour checklist (Fox et al., 2012) was used. Altruism, Conscientiousness, Courtesy, Sportsmanship, and Civic virtue were the five considerations used to separate the scale.

## **Results and Findings**

SPSS 23 and AMOS 26 were used to analyze the results. Before evaluating the proposed hypothesis, a preliminary review of the data was performed. Normality was tested on the results. The Kaiser-Meyer-Olkin (KMO) test validated the study's sampling adequacy. For a successful factor analysis, the KMO measure should range from 0 to 1, with 0.50 as an appropriate value and 0.60 as the preferred maximum. The study's findings revealed KMO=0.905, which is adequate. Similarly, the findings satisfied Bartlett's test of sphericity, which should be significant ( $p < 0.05$ ), and decides the suitability of factor analysis (Hair et al., 1998; Kaiser & Rice, 1974). To verify the homogeneity of objects on a measurement scale, the reliability or internal consistency must be evaluated. The strong inter-item correlation elucidates the statistic that the items on a scale have a close association with the latent construct. Cronbach alphas or coefficients were used to calculate it. Perception of emotions ( $\alpha=0.843$ ); Managing self-emotions ( $\alpha= 0.805$ ); Social skills emotions ( $\alpha= 0.924$ ); and Utilizing emotions ( $\alpha= 0.91$ ) were found to have an overall internal quality of 0.846. Similarly, OCB had an internal consistency ( $\alpha$ ) of 0.875, with five dimensions: Altruism ( $\alpha= 0.907$ ), Conscientiousness ( $\alpha=0.904$ ), Courtesy ( $\alpha= 0.930$ ), Sportsmanship ( $\alpha= 0.899$ ), and Civic virtue ( $\alpha= 0.869$ ). All Cronbach alpha values were more than the acceptable threshold, indicating high internal consistency.

### **1. Structural Equation Modelling (SEM)**

SEM is a “statistical technique that incorporates a measurement model (CFA) and a structural model (regression/path analysis) into a single statistical test to look for unintended relationships between multiple predictor and criterion variables” (Basu et al., 2017; Byrne, 2016). The analysis was conducted in two steps. If the measurement model is unreliable and invalid, the structural model analysis is at risk of being unreliable (Hair et al., 2006). As a result, the structural model is estimated after the measurement model has been validated.

- **Measurement Model**

CFA was performed on all constructs of the study (see Table 2). With some model re-specification, an appropriate degree of fit was achieved for all of the constructs. The model was re-specified. All indices follow the criterion based on the model fitness for both variables, EI and OCB, as well as the hypothesized model.

**Table 2 Fitness measures of variables and model**

Variables/ Model	$\chi^2/df$	P	CFI	GFI	RMSEA
EI	2.059	0.00	0.918	0.857	0.058
OCB	1.936	0.00	0.966	0.915	0.055
EI→OCB	2.946	0.00	0.902	0.899	0.069
Critical Value	Between 1 to 3	<0.05	>0.9	>0.9	<0.07

Three phases of convergent validity were met as well as discriminant validity for the build. Three steps are used to assess convergent validity:  $CR > 0.7$ ,  $AVE > 0.5$ , and  $CR > AVE$ . The result is  $CR = 0.908$  and  $AVE = 0.669$ , indicating that  $CR > AVE$ . Similarly,  $AVE > MSV$  is used to assess discriminant validity.

- Structural Model**

The model's path coefficients indicated that emotional intelligence had a substantial positive effect on organizational citizenship activity ( $\beta = 0.446$ ,  $t = 7.002$ ), confirming the hypothesis. This means that with every unit improvement in IT employees' emotional intelligence, their organizational citizenship actions would increase by 0.446 units.

## 2. Effects of Moderating Variables

Moderating effects were examined by applying a multi group analysis. This necessitates splitting the initial sample into two sub-groups using a split-group approach based on each individual moderator's cut-off values. The responses were categorized into male and female employees for gender as a moderator, younger (age <35 years) and older employees (age >35 years) for age as a moderator, unmarried and married employees for marital status as moderator, while less experienced (<15 years) and more experienced (>15 years) for job experience as moderator. For each hypothesized moderating impact, both models were then estimated. Between the two models, a positive t-value ( $p < 0.05$ ) indicates that the moderating variable has a significant impact on the hypothesized relationship. Table 3 summarizes the findings of this study.

**Table 3 Results of individual moderating effects**

Hypothesis	Details	B	SE	t(df=311)	Result
EI→OCB, H1	n=315	$\beta = 0.446$	SE=0.073	t=7.002 p=0.003	Accepted
Gender, H2	Male: n=171 Female: n=144	$\beta = 0.553$ $\beta = 0.625$	SE=0.074 SE=0.079	t=0.665 p=0.506	Rejected
Age, H3	Younger: n=160 Older: n=155	$\beta = 0.347$ $\beta = 0.639$	SE=0.071 SE=0.083	t=2.673 p=0.007	Accepted
Job Experience, H4	Less experienced: n=216 More experienced; n=99	$\beta = 0.651$ $\beta = 0.308$	SE=0.061 SE=0.113	t=2.671 p=0.0079	Accepted
Marital Status, H5	Unmarried: n=82 Married: n=233	$\beta = 0.624$ $\beta = 0.582$	SE=0.099 SE=0.065	t=0.3546 p=0.72	Rejected

The findings show that gender ( $t=0.665$ ,  $p>0.05$ ) and the employee's marital status ( $t=0.3546$ ,  $p>0.05$ ) have no effect on EI's impact on OCB. Although it was hypothesized that female employees will have a greater effect than male employees, the findings of our analysis indicate that both male ( $\beta=0.553$ ,  $SE=0.074$ ,  $p<0.05$ ) and female employees ( $\beta=0.625$ ,  $SE=0.079$ ,  $p<0.05$ ) employees have an effect on the hypothesized relationship. Similarly, the results for marital status contradict H5: although it was predicted that married employees will have a greater impact than unmarried employees, our findings show that both married ( $\beta=0.582$ ,  $SE=0.065$ ,  $p>0.05$ ) and unmarried ( $\beta=0.624$ ,  $SE=0.099$ ,  $p>0.05$ ) employees have an effect on the hypothesized relationship. As a result, neither gender nor marital status has a moderating impact on the EI and OCB, leading to the rejection of both H2 and H5.

In terms of the moderating effect of other demographic variables, our findings show that age ( $t=2.673$ ,  $p<0.05$ ) and work experience ( $t=2.671$ ,  $p<0.05$ ) substantially act as a mediator of Emotional Intelligence and Organizational Citizenship Behaviour, thus supporting both H3 and H4. This confirms the opinion that older experienced employees have higher EI skills for facilitating better citizenship behaviour. Since the results with regard to age supports H3 that a stronger effect was hypothesized for older employees (age>35) rather than younger ones (age<35). The results of our study show that ageing moderates the EI-OCB association as older employees ( $\beta=0.639$ ,  $SE=0.083$ ,  $p<0.05$ ) have more evident effect on the hypothesized relationship than younger employees ( $\beta=0.347$ ,  $SE=0.071$ ,  $p<0.05$ ). Similarly, the results with regard to job experience supports H4 that a stronger effect was hypothesized for experienced employees (>15 years) rather than less experienced ones (<15 years). The results of our study show that job experience amplifies the relationship between EI and OCB., thus accepting both H3 and H4.

## **Conclusion**

The current study looked at the influence of emotional intelligence on organizational citizenship behaviour. The confirmatory factor analysis (CFA) was used to determine each scale's dimensionality and construct validity. The Kaiser-Meyer-Olkin (KMO) and Bartlett's sphericity tests were used to confirm that Factor Analysis was sufficient. Cronbach alpha was used to verify the homogeneity of items; reliability and internal consistency for all constructs and variables in the model. Instead of displaying good internal consistency, all of the alpha values in the result were above the recommended threshold.

SEM and AMOS, a two-step approach involving a measurement model and a structural model, were used to observe the casual connections among multiple predictor and criterion

variables. With some model re-specification, an optimal degree of fit was achieved for all constructs during CFA. The factor loadings for EI, OCB, and the hypothesized model were all greater than 0.5. Convergent and discriminant validity for the construct were both met. This showed that all model fit threshold limits were met.

The path coefficients of the model showed that emotional intelligence had a substantial positive effect on organizational citizenship behaviour ( $\beta = 0.446$ ,  $t = 7.002$ ), which confirmed the H1 hypothesis. This means that IT employees with high emotional intelligence demonstrate synergistic behaviour to intensify their actions for the benefit of the organization, thus increasing the concern's performance and productivity. Moderating effects were investigated using a multi-group analysis, which divided the initial sample into two sub-groups using a split-group methodology based on each individual moderator's cut-off values.

The findings show that the Emotional Intelligence moderately culminates Organizational Citizenship activity by the employee's gender and marital status. As a result, H2 and H5 are not supported, while the findings revealed a major moderating effect by age and job experience, which supports H3 and H4 respectively.

Employees with high emotional intelligence was found to demonstrate supportive and productive behaviour against co-employees and the organization outside of their formal job positions, according to the report. While neither unmarried nor married male and female employees moderated the hypothesized partnership, age and experience did have a major effect.

### **Managerial Implications**

The findings of this study offer managers and policy makers valuable insights into how emotional intelligence influences organizational citizenship behaviour, allowing them to meliorate their job performance. Managers and HR professionals may realize that differences in demographic profile influences the behaviour and contribution of every employee, which is required to develop strategic HR planning aligned with overall organization's objectives.

The impact of demographic factors including gender, age, job experience, and marital status on emotional intelligence and organizational citizenship behaviour has been discovered to be a proactive contribution for future research, as the importance of socio-demographic variables cannot be ignored. Furthermore, demographic factors act as moderating variables, allowing for a more in-depth analysis of the phenomenon and its implications.

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