

THE IMPACT OF EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL
JUSTICE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN
MALAYSIAN MANUFACTURING SECTOR

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DEDICATION

To my beloved parents and siblings

Thank you for all the support and encouragement.

To my dearest supervisor Dr. Halimah Mohd. Yusof

Thank you for the guidance and advices for completing the thesis

Thank you for your encouraging words during my ups and downs.

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ABSTRACT

The lack of organizational citizenship behaviour (OCB) in manufacturing industry has become a core issue in Malaysia. Emotional intelligence (EI) and organizational justice (OJ) are known as the factors that influence the exertion of OCB among employees. When OCB is lacking, other dysfunctional behaviour might appear among employees such as absenteeism. However, there are inadequate and inconsistent findings from past studies on the linkage between EI, OJ, and OCB. For instance, past researchers have never conducted studies on the new dimensions of OJ, namely temporal justice and spatial justice, in which it might affect the validity of their findings. In addition, not many studies are being done on the linkage between EI, OJ, and OCB simultaneously, nor there are any studies conducted on the mediating effect of OJ in the linkage between EI and OCB. Therefore, this study investigated the linkages between EI, OJ, and OCB, as well as the mediating effect of OJ, to provide some empirical and operational contributions. A total of 345 employees in Negeri Sembilan's manufacturing companies were chosen through multi-stage sampling method. EI was measured by using Wong and Law EI Scales (WLEIS), while OJ was measured using Colquitt as well as Usmani and Jamal OJ Inventory (OJI). Subsequently OCB was measured using Lee and Allen two-factor dimensional scales of OCB. Data was analysed using Smart Partial Least Square (PLS) version 3.0, where bootstrapping technique was used to investigate the mediating effect of OJ on the relationship between EI and OCB. Findings indicated that there are significant impacts of EI on OJ and OCB while, OJ has significant impact on OCB as well. After the process of bootstrapping, significant mediating effect of OJ was found in the relationship between EI and OCB. This study provides theoretical contribution by introducing OJ as intervening variable in the relationship between EI and OCB. This implies that workers who are emotionally intelligent, will perceive OJ positively, and this will in turn improve employees' OCB. The findings support the concept of the selected underpinning theory, namely Social Cognitive Theory, in which the three variables are interrelated. As for the practical contributions, the findings provided an insight to policy makers of organizations in enhancing OCB among managerial and non-managerial staffs. The findings may be used as a big picture to comprehend the different mediating effects of OJ dimensions among managerial and non-managerial staffs, where it was found that OJ dimensions had stronger mediating effects on non-managerial staffs.

ABSTRAK

Kekurangan tingkah laku kewarganegaraan organisasi (OCB) di industri pembuatan telah menjadi satu isu utama di Malaysia. Kecerdasan emosi (EI) dan keadilan organisasi (OJ) dikenali sebagai faktor yang mempengaruhi pelaksanaan OCB di kalangan pekerja. Apabila OCB berkurangan kelakuan negatif lain akan muncul di kalangan pekerja seperti ponteng kerja. Walaubagaimana pun, dapatan kajian lepas yang mengkaji hubungan antara EI, OJ, dan OCB adalah kurang dan tidak konsisten. Sebagai contoh, kajian lepas tidak mengkaji dimensi OJ yang baru, iaitu keadilan sementara dan keadilan ruangan, di mana ia akan menjejaskan kesahan dapatan. Tambahan pula, tidak banyak kajian yang mengkaji hubungan antara EI, OJ, dan OCB secara serentak, dan juga tiada kajian yang mengkaji kesan mediasi OJ ke atas hubungan antara EI dan OCB. Oleh itu, kajian ini mengkaji hubungan antara EI, OJ, dan OCB, dan juga kesan mediasi OJ untuk memberikan beberapa sumbangan empirikal dan operasi. Seramai 345 pekerja syarikat pembuatan di Negeri Sembilan telah dipilih melalui kaedah persampelan pelbagai peringkat. EI diukur dengan menggunakan Wong and Law EI Scales (WLEIS), manakala OJ pula diukur dengan menggunakan OJ Inventory (OJI) oleh Colquitt serta Usmani dan Jamal. OCB pula diukur menggunakan two-factor dimensional OCB scales oleh Lee dan Allen. Data dianalisis dengan menggunakan Smart Partial Least Square (PLS) versi 3.0, di mana teknik bootstrapping telah digunakan untuk mengkaji kesan mediasi OJ ke atas hubungan antara EI dan OCB. Dapatan kajian menunjukkan bahawa terdapat impak EI yang signifikan ke atas OJ dan OCB. Sementara itu, OJ juga mempunyai impak yang signifikan ke atas OCB. Selepas proses bootstrapping, didapati OJ mempunyai kesan mediasi yang signifikan ke atas hubungan antara EI dan OCB. Kajian ini memberikan sumbangan teoritikal dengan memperkenalkan OJ sebagai perantara dalam hubungan antara EI dan OCB. Ini menunjukkan bahawa pekerja yang cerdas dalam emosi akan menganggap OJ secara positif, dan ini akan meningkatkan OCB pekerja. Dapatan kajian menyokong konsep teori asas yang dipilih, iaitu Teori Kognitif Sosial, di mana ketiga-tiga pembolehubah adalah saling berkaitan. Bagi sumbangan praktikal pula, dapatan kajian dapat memberikan pemahaman kepada pembuat polisi organisasi dalam meningkatkan OCB di kalangan kakitangan pengurusan dan bukan pengurusan. Dapatan tersebut boleh digunakan sebagai asas untuk memahami kesan mediasi yang berlainan antara kakitangan pengurusan dan bukan pengurusan, di mana dapatan menunjukkan bahawa dimensi-dimensi OJ mempunyai kesan mediasi yang lebih kuat ke atas kakitangan bukan pengurusan.

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LIST OF ABBREVIATIONS

DJ	-	Distributive Justice
EI	-	Emotional Intelligence
IFJ	-	Informational Justice
IPJ	-	Interpersonal Justice
OCB	-	Organizational Citizenship Behavior
OCBI	-	Individually Directed OCB
OCBO	-	Organizationally Directed OCB
OEA	-	Others' Emotion Appraisal
OJ	-	Organizational Justice
PJ	-	Procedural Justice
PLS	-	Partial Least Square
RM	-	Ringgit Malaysia
ROE	-	Regulation of Emotion
SDN. BHD	-	Sendirian Berhad
SEA	-	Self-emotion Appraisal
SEM	-	Structural Equation Model
SJ	-	Spatial Justice
SPSS	-	Statistical Packages for Social Sciences
TJ	-	Temporal Justice
UOE	-	Using of Emotion
VIF	-	Variance Inflation Factor

LIST OF SYMBOLS

%	-	Percentage
&	-	And
r	-	Pearson Correlation
SD	-	Standard Deviation
N	-	Size of population
n	-	Size of sample
β	-	Beta
α	-	Alpha
>	-	More than
<	-	Less than

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CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter starts with the background of the study in order to get a brief understanding of the study, which is then followed by the problem of statement in order to identify the issue. Having done that, the purpose of the study, research questions, research objectives, hypotheses development, significance of study, scope of study, and limitation of the study will be further discussed. In addition, the conceptual and operational definitions of the terms used in this study will also be explained at the end of this chapter.

1.1 Background of Study

In recent years, human resource studies have been focusing on the attitudinal and behavioural variables at the individual employee level, such as organizational citizenship behaviour (Owor, 2015). Organizational citizenship behaviour (OCB) is known as the positive and constructive behaviours to support the co-workers and to bring benefits to companies (Thiruvankadam and Durairaj, 2017). The effects of OCB on an organization are at two levels: individual level and organization level (Rauf, 2016). First and foremost, OCB can affect individual outcomes in which, an employee who exhibits OCB will have a higher level of job satisfaction (Indarti, Fernandes, and Hakim, 2017). Besides that, an employee with OCB tends to receive better performance evaluation from the superiors (Koopman, Lanaj, and Scott, 2016). Furthermore, employees with OCB are less likely to show withdrawal behaviours such as absenteeism and turnover intention (Smith, Micich, and McWilliams, 2016).

Apart from the individual level outcomes, OCB can affect organization level outcomes as well (Rauf, 2016). An employee with OCB will help to create a helpful, caring and healthy working environment and, therefore helps improve the performance and effectiveness of an organization (Mahajan, 2017). In respect of the management of an organization, employees who show voluntary commitments which are not designed in the form of formal reward system is known as employees with OCB and it will help to improve the overall organizational productivity (Salajeghe and Farahmand, 2014). It was suggested that employees should work beyond the official job scopes in order to increase the effectiveness of the organization (Harwiki, 2016). Hence, OCB has been receiving attention from scholars from various disciplines, such as nursing, marketing and environment given its significant contribution to the performance of an organization (Podsakoff, Podsakoff, Mackenzie, Maynes, Trevor, and Spoelma, 2014).

Organ (1988) suggested that good employees will be maintaining their good attitude even if when nobody is watching them. This suggests that employees with OCB will behave in good manner although they are not supervised or monitored by the management. Kumar (2014) stated that such good and voluntary behaviour may boost the effectiveness of a company. Besides that, Borman and Motowidlo (2014) stated that a company will grow and perform better if a good employee voluntarily exhibits OCB such as giving constructive ideas to the management of an organization. Kumar (2014) stated that, a company with good employees will create a pleasant working environment which will help to retain the employees, and thus, reduce the employee turnover of an organization. Therefore, it can be obviously seen that OCB plays a significant role in the growth of a company (Singh *et al.*, 2016).

However, the level of OCB may increase or decrease due to dispositional, attitudinal and/or contextual variables (Mohammad, Habib, Nik Abd Rahman, and Idris, 2015). This is the place in which Emotional Intelligence (EI) plays a crucial role and is known as one of the variables that affects OCB (Anwar, Osman-Gani, Fontaine, and Rahman, 2017). EI is defined as the capability of regulating emotions, understanding the meaning of words and managing feelings (Mayer and Salovey, 1997). EI is known as one of the effective tools to develop one's social relationship

with the other workers, and thus, increases one's tenure in an organization (Siddiqui and Hassan, 2013). When one's tenure is prolonged, the employee may want to perform extra duties voluntarily, which will increase the tendency of the employee to exhibit OCB in the organization (Carmeli and Josman, 2006). Although EI is recognized as one of the contributors to the performance of an organization, it has received lesser attention in the discipline of management, especially on employees' behaviour (Meisler, 2013). Previous studies found positive linkage between EI and OCB (e.g., Bosman, 2003; Carmeli and Josman, 2006; Chin, Anantharaman, and Tong, 2011; James, Velayudhan, and Gayatri Devi, 2010). Hence, it can be concluded that if an employee has higher EI, he or she will be more likely to exhibit OCB.

Besides EI, one of the critical factors which may affect the level of OCB is the perception of employees towards justice in their workplace (Chen and Jin, 2014). The growing trend of the contract-based employment in the workplace has brought the attention of the management to issues of fairness, justice, and ethics (Viswesvaran and Ones, 2002). It is imperative for researchers to study the perception of fairness and justice of the employees within an organization as it may influence their performances and behaviours (Iqbal *et al.*, 2017). Several scholars suggested that OJ is a good predictor for OCB as compared to other attitudinal variables which affect OCB (Colquitt, Scott, Rodell, Long, Zapata, Conlon, and Wesson, 2013; Moorman, Blakely, and Niehoff, 1998; Organ and Ryan, 1995; Williams, Pitre, and Zainuba, 2002). If there is positive perception of fairness and justice by the employees within an organization, they will be more likely to exhibit OCB, and hence, improve the effectiveness of the company (Chan and Lai, 2017).

In Malaysia, the development planning of the country has been done comprehensively in order to reach the optimum level of growth (Zubaidah, Zawiah, Dawal, and Ramlee, 2007). As manufacturing industry is one of the crucial industries in Malaysia (Tahir, Razak, and Rentah, 2018), it is important to have employees who are dedicated to their works in this industry in order to increase production efficiency (Kumari and Thapliyal, 2017). However, the lack of dedication among the workers is the most severe human resource problem in the manufacturing industry in Malaysia (Hamid *et al.*, 2008; Chin *et al.*, 2011a).

Malaysia is known as one of the developing countries that has rapid growth in the manufacturing sector over the last few decades (Long *et al.*, 2015). The manufacturing sector has the highest rate of growth (7.1%) in Malaysia, which suggests that manufacturing sector plays an important role in Malaysia (Shahbaz *et al.*, 2018). It is believed that, by having employees that are willing to exhibit OCB in the organizations, the competitiveness of manufacturing companies could be enhanced via the increase in productivity and efficiency (Widyastuti *et al.*, 2017). However, there are limited studies which investigated OJ as the antecedent of OCB in Malaysian manufacturing industry (Hooi, 2017). In addition to that, past researchers have suggested future researchers to investigate the EI-OCB in the Malaysian manufacturing sector (Anwar *et al.*, 2017). Hence, in order to influence the OCB among employees in Malaysian manufacturing sector, this study was conducted to examine the antecedents of OCB, as well as to ascertain the mediating effect of OJ.

In summary, there are limited past studies which have simultaneously tested the relationship between EI, OJ and OCB in recent years. Although Titrek *et al.* (2014) had conducted a research with similar variables, the research of Titrek *et al.* (2014) did not investigate the mediating effect of OJ in the relationship between EI and OCB and, hence providing limited theoretical contribution to the literature. Therefore, there is a dire need to conduct further investigation on these linkages. It is imperative to carry out this study to test the relationship between EI, OJ and OCB of the employees of manufacturing companies in Malaysia, as well as the mediating effect of OJ. The motivations to conduct the present study will be discussed in the problem statement section.

1.2 Problem Statement

Over the past few years, human resource has been known as one of the most vital aspects in the success of organizations (Rubel *et al.*, 2018). Majority of the organizations have acknowledged that there is a need to replace individualized tasks with team-based tasks that involves the co-operation and initiative of each employee (Singh, Selvarajan, and Chapa, 2019). Among the behaviours of employees, it was

stated that capitalizing employees' willingness to perform extra-roles behaviour could enhance the effectiveness of organizations, which is also known as 'organizational citizenship behaviour' (Kataria, Garg, and Rastogi, 2019). Organizational citizenship behaviour (OCB) should be looked into by the organization as it can help improve the performance of employees as well as the performance of the organizations (Park, 2018). This is especially vital in a high collectivist country such as Malaysia. OCB is worth to be studied because the culture of high collectivism could decrease the willingness of employees in showing extra-role in organizations (Rubel *et al.*, 2018). However, it was found that the lack of OCB among the employees is the most challenging human resource problem in the manufacturing industry in Malaysia, in which almost 50% of the employees are not dedicated to their jobs and 36.9% of the manufacturing companies have difficulty in hiring good employees (Hamid, Baharun, and Hashim, 2008; Chin *et al.*, 2011). It is believed that these issues could lead to lacking of OCB because employees with OCB will show dedication to their works and behave well at work (Ibukunoluwa, Anuoluwapo and Agbude, 2015). In the recent years, several local researchers have reported that OCB among the employees of Malaysian manufacturing sector is at an unsatisfactory level (Anwar and Osman-Gani, 2015; Chin *et al.*, 2011; Omar, Zainal, Omar, and Khairudin, 2009; Hamid *et al.*, 2008). The lack of OCB among the employees might cause other human resource problems in an organization such as absenteeism, which is also known as one of the main problems faced by the Malaysian manufacturing sector (Osman, Othman, Rana, Solaiman, and Lal, 2015; Miao, Humphrey, and Qian, 2017). However, the awareness of the importance of OCB is still lacking in Malaysia (Wee *et al.*, 2014; Lo and Ramayah, 2009). Therefore, further studies on OCB are needed especially in the context of the Malaysian manufacturing industry (Hooi, 2016).

In order to study the variable of OCB, Lavelle *et al.* (2009) suggested that researchers should examine OCB in terms of Individually Directed Organizational Citizenship Behaviour (OCBI) and Organizationally Directed Organizational Citizenship Behaviour (OCBO). Although the past studies adopted the constructs of Organ's (1988) five-dimensional OCB model (altruism, courtesy, conscientiousness, sportsmanship, and civic virtue), it was found that the five-dimensional OCB model's constructs are empirically overlapping with each other (Carpenter, Berry, and Houston,

2013; Podsakoff *et al.*, 2000). Hence, it was suggested that the five dimensions of OCB should be categorized into two distinct categories (Huang and You, 2011; LePine *et al.*, 2002). In addition, the two-factor OCB model (OCBI and OCBO) was deemed a comprehensive categorization to measure OCB (Lai, Lam, and Lam, 2013; Podsakoff *et al.*, 2009). The comprehensiveness of the two-factor OCB model can be seen as most of the past studies on OCB could be subsumed under the two categories: OCBI and OCBO (Jihad *et al.*, 2016). However, according to the latest meta-analysis conducted by Ueda (2019), almost 90% of the previous studies examined OCB in five dimensions - altruism, courtesy, conscientiousness, sportsmanship, and civic virtue, - instead of examining OCB in OCBI and OCBO. This suggests that past studies on OCB may have overlooked the two-factor OCB model (OCBI and OCBO). With the justifications above, this study aims to reduce the theoretical gap by examining OCB in terms of OCBI and OCBO.

It was found that the variable of OCB is affected by several factors. One of the factors which can affect OCB is emotional intelligence (EI) (Siddiqui and Hassan, 2013). Pradhan *et al.* (2016) stated that further investigation should be conducted to ascertain the effect of EI on OCB. It is due to the fact that inconsistent findings were found in various past studies (Majeed *et al.*, 2017; Kaur, Mahajan, and Kaur, 2017; Cohen and Abedallah, 2015; Tofighi *et al.*, 2015). As claimed by the result of the latest meta-analysis conducted by Miao *et al.* (2017), it was found that the relationship between EI and OCB might be varied due to the different OCB models that are employed by the study. It could be illustrated that, the findings of the scholars who adopted the five-factor OCB model showed no significant impact of EI on OCB (Kaur *et al.*, 2017; Sephrikia, Shirazi, and Sargazi, 2016; Tofighi *et al.*, 2015); however, the findings of the scholars who employed the two-factor OCB model indicated significant impact of EI on OCB (Majeed *et al.*, 2017; Hwa and Amin, 2016; Cohen and Abedallah, 2015). In addition, due to the lack of EI dimensionality studies, Anwar *et al.* (2017) suggested further studies on the dimensions of EI as the antecedent of OCB should be conducted to reduce the gap. Hence, the inadequate EI dimensionality studies as well as the inconsistent findings have triggered the need for more investigation to be conducted on the relationship between the dimensions of EI and OCB.

In addition, organizational justice (OJ) is also known as one of the significant antecedents which may have an effect on OCB (Ismail, 2015; Srivastava, 2015). In the context of Malaysia, employees are concerned about the fairness and justice in their workplace, such as compensation fairness, as well as lack of the quality time for personal life (Choo, Desa, and Asaari, 2016; Hasan and Teng, 2017). Although OJ can help to motivate the employees to exhibit OCB, there are still limited studies conducted on OJ and OCB in Malaysian context (Akram, *et al.*, 2017). Besides that, in the literature on organizational behaviour, little attention was given to the dimensions of OJ especially on the temporal and spatial justice (Usmani and Jamal, 2013). Past studies have suggested that further studies should be conducted on the dimensionality of OJ as it has been identified as one of the gaps in the literature on OJ (Akram *et al.*, 2017; Azami, Ahmad, and Choi, 2016). There are many reasons on why OJ dimensionality should be studied. One of the reasons is, it is believed that OJ comprises different aspects of justice which is needed to be studied separately (Akram *et al.*, 2017). It would be vital for organization to understand precisely which dimension of OJ influences OCB the most (Hooi, 2016). Moreover, the relationship between OJ and OCB remains ambiguous in the past studies. For instance, Burns and DiPaola (2013) and Daniel (2016) found that the unidimensional OJ has significant impact on OCB. whereas, Schilpzand *et al.* (2013) and also Gupta and Singh (2013) found that most of the dimensions of OJ have no significant impact on OCB. Given the inconsistent findings, more investigations are required to be conducted in order to examine the impact of OJ on OCB. In order to overcome the issue of inadequate OJ dimensionality studies, this study examines the impacts of each OJ dimension on OCB.

As for the antecedent of OJ, emotional intelligence (EI) is known as one of the factors which can influence OJ (Meisler, 2013). Since OJ is subjective in nature, EI plays a role in influencing the employees to manage their negative feelings towards unfairness (Zhu, Liu, Guo, Zhao, and Lou, 2015). It was found that workers who are emotionally intelligent will be able to manage their emotion and feeling in the workplace (Zhu *et al.*, 2015), in which, when the employees have high level of EI, they tend to express their emotion in a healthier way and they have better understanding towards others' emotions. As such, the employees will behave positively and it helps them to maintain good relationship with their colleagues (Desti and Shanthi, 2015). Similarly, Titrek *et al.* (2014) found that EI could significantly affect the perception of

OJ among the respondents. The finding was also supported by other past studies, in which, the scholars found that EI has significant influence on OJ among the employees (Meisler, 2013; Di Fabio and Palazzeschi, 2012; Ouyang *et al.*, 2015; Zhu *et al.*, 2015). It is believed by the past scholars that the emotions of individuals could affect their perception on fairness in organizations. Although the linkage between EI and OJ was explored by past scholars, Meisler (2013) suggested that further studies are required to be conducted in order to validate the relationship between the dimensions of EI and the dimensions of OJ. Therefore, there is a need to investigate the dimensions of EI which may influence the dimensions of OJ in the context of Malaysian manufacturing industry.

Apart from examining the direct linkage between EI, OJ and OCB, this study aims to examine the indirect effect of EI on OCB through OJ as the mediator. Although there are past studies conducted to examine the direct linkage between EI and OCB, it was observed that several studies found insignificant and weak relationship between EI and OCB (Tofighi *et al.*, 2015; Sepehrikiya, Shirazi, and Sargazi, 2016; Kaur *et al.*, 2017; Winkel *et al.*, 2011). In addition, a few past studies found that EI could have an indirect effect on OCB, and thus there is a need to intervene and refine the relationship through a mediator (Lim, Han, Joo, 2018; Butt *et al.*, 2017; Turnipseed, 2016; Alfonso *et al.*, 2016). It was suggested that further studies can be conducted to explore the potential influence of the mediator in order to explain the indirect relationship between EI and OCB (Alfonso *et al.*, 2016). In this study, OJ was introduced as the mediator to the relationship between EI and OCB. The perception or the thinking among the employees has become the focus among top management due to the fact that it has been known by human resource as the critical element for the organizational success (Rubel *et al.*, 2018). The scholars believed that it is crucial to discuss the variables that could affect the perception of employees, whereby OJ has been known as a strong predictor among HR personnel and scholars (Jehanzeb and Mohanty, 2019). It was mentioned that the perception of OJ among employees has become a key concern among HR practitioners due to the fact that positive perception of justice may motivate the employees in shaping positive behaviour (Kurian, 2018; Purgaz *et al.*, 2015; Jiang, 2015). In addition, fairness is highly valued in collectivist countries such as Malaysia, in which collectivists value the positive social exchange process between members, especially with their supervisors (Zhu *et al.*, 2015; Hofstede, 2018).

Cropanzano *et al.* (2019) highlighted that, there is a need to reduce the existing gap in understanding and theorizing how emotion affects fairness. Earlier researchers have started to discuss emotion through the lens of OJ, where the scholars found that it will be interesting to bring emotional related research to the attention of OJ variable (Cropanzano *et al.*, 2019). Thus it can be obviously stated that it could contribute to the study on how the emotional aspect affects OJ, which in turn affect the behaviour of the employees in the present study. Besides, Mohammad *et al.* (2019) stated that previous literature has provided hints in which OJ could have the mediating role effect, where OJ is known as a significant factor in affecting job behaviour. Hence, this study aims to measure the mediating effect of each dimension of OJ. This can help in examining the theoretical and practical distinction between the different dimensions of OJ as well as their distinct roles in explaining the behaviour of employees (Fadel and Durcikora, 2014). Besides that, to date, there is limited study conducted to examine the variables of EI, OJ, and OCB simultaneously, except the research work of Titrek *et al.* (2014) as explained earlier in this section.

The context of the present study was different as compared to Titrek's *et al.* (2014) research in which, the scholars studied variables onto the teachers from primary school in Karabuk. It is worth pointing out that, educational setting has different nature as compared to corporate setting, where Sekaran and Bougie (2011) suggested that data collected from educational setting is significantly different as compared to the context of corporate personnel. The present study focused on the corporate sector - the manufacturing sector in Malaysia. In addition to that, the dimensions of EI in Titrek's *et al.* (2014) work was different with the present study. The scholars adopted Goleman's (1998) EI theory, while the present study adopted the Mayer and Salovey's (1997) EI theory. Furthermore, Titrek *et al.* (2014) did not measure OCB in terms of OCBI and OCBO, thus providing limited contribution to the literature of OCBI and OCBO. The biggest difference between the present study and Titrek's *et al.* (2014) research is that, the later did not study OJ as mediator but as unidimensional. Akram *et al.* (2017) believed that, OJ is not unidimensional and it includes different aspects of justice. Thus, the theoretical gap could be reduced through the present study by examining the OJ from one dimension to another, instead of global construct. It can be obviously seen that there are theoretical, methodological, and contextual gaps between two studies, and thus the limitations of Titrek's *et al.* (2014) research could

be addressed by the present study. Therefore, the mediating effect of OJ on the relationship between EI and OCB in the present study was examined to reduce the empirical gap.

In summary, there are theoretical gaps found in the past studies and this study could help to reduce those gaps. The manufacturing sector can bring significant economic impact to the country, and thus it is important to encourage positive behaviour (OCB) among the employees, which in turn will enhance the overall performance of the manufacturing companies and industry. Therefore, it is vital to investigate the relationships between EI, OJ, and OCB, as well as the mediating effect of OJ in order to improve the unsatisfactory OCB among the employees in the manufacturing sector in Malaysia.

1.3 Purpose of Study

The main purpose of this research is to investigate the relationship between emotional intelligence, organizational justice, and employees' organizational citizenship behaviour in selected Negeri Sembilan manufacturing companies. Besides, the mediating effect of organizational justice on the relationship between emotional intelligence and organizational citizenship behaviour will also be examined as well.

1.4 Research Questions

In order to study this research, there are several research questions that need to be answered. The research questions are as follows:

1. What is the impact of emotional intelligence on employees' organizational citizenship behaviour in manufacturing companies?

2. What is the impact of emotional intelligence on organizational justice in manufacturing companies?
3. What is the impact of organizational justice on employees' organizational citizenship behaviour in manufacturing companies?
4. Does organizational justice mediate the relationship between emotional intelligence and organizational citizenship behaviour in manufacturing companies?

1.5 Research Objectives

The objectives of research are as below:

- a) To determine the impact of emotional intelligence on organizational citizenship behaviour in manufacturing companies.
- b) To identify the impact of emotional intelligence on organizational justice in manufacturing companies.
- c) To ascertain the impact of organizational justice on organizational citizenship behaviour in manufacturing companies.
- d) To recognize the mediation effect of organizational justice on the relationship between emotional intelligence and organizational citizenship behaviour.

1.6 Hypotheses

In this study, alternative hypothesis was used. The four main hypotheses are as below:

Hypothesis 1: There is a significant impact of emotional intelligence on employees' organizational citizenship behaviour in manufacturing companies.

Hypothesis 2: There is a significant impact of emotional intelligence on organizational justice in manufacturing companies.

Hypothesis 3: There is a significant impact of organizational justice on organizational citizenship behaviour in manufacturing companies.

Hypothesis 4: There is a mediating effect of organizational justice on the relationship between emotional intelligence and organizational citizenship behaviour in manufacturing companies.

1.7 Significance of Study

This study will be a significant endeavour in contributing to the body of knowledge. Firstly, the findings of this study can act as a reference for future researchers who will be conducting studies in the same context and with similar variables. This is due to the fact that the findings of this study can widen the knowledge related to EI, OJ and OCB. Furthermore, this study introduces a new model by integrating the theories of each variable. Hence, the new model can provide a new insight for readers to have better understanding on the mediating effect of each dimension of OJ on the relationship between EI and OCB. This model was tested to have a good model fitness index through the statistical programme and thereby indicates that the grounded theory (Social Cognitive Theory) of this study is a reliable reference for future studies.

Besides that, this study may benefit the manufacturing companies in which the selected manufacturing companies were provided with the report of findings. Based on the findings on the linkages between EI, OJ and OCB, as well as the mediating effect of OJ, the managements of selected manufacturing companies will be able to gain better insight on how EI and OJ can affect OCB, as well as the mediating effect of OJ on the relationship between EI and OCB. In addition, the selected manufacturing companies can take necessary actions to improve the OCB of the employees of manufacturing companies. When the employees exhibit OCB, other dysfunctional behaviours such as absenteeism would be reduced.

Moreover, given the inconsistent findings of the past studies on EI and OCB as well as the linkage between OJ and OCB, there is a need to make further assessment on the impact of EI and OJ on OCB. In addition, employees from different countries might have different engagement in OCB, and hence, further studies are required to

examine the generalizability of result in the context of different countries (Wang *et al.*, 2013). Thus, the antecedents of OCB were assessed in different context in this study whereby it is strongly believed that this may address the issue of inconsistent findings in the past studies.

On top of that, this research studied the mediating effect of OJ on the relationship between EI and OCB. Two dimensions of OJ were added as the variable of OJ, which are spatial justice and temporal justice. Previous scholars called for more studies to be conducted by including temporal justice and spatial justice in order to obtain more empirical evidences regarding the mediating effect of the new dimensions of OJ. Thus, this study can contribute additional knowledge to the literature of OJ especially the two dimensions of OJ (Temporal Justice and Spatial Justice).

Finally, most of the previous studies on OCB examined the unidimensional or five dimensions of OCB of which there is a lack of studies which examine OCBI and OCBO. OCB should be categorized into two distinct categories in order to avoid overlapping of constructs. Thus, this study is able to reduce this theoretical gap by examining OCB in terms of OCBI and OCBO. Future researchers and the industry players may have a better understanding on the impact of EI and OJ on OCBI as well as OCBO. Therefore, it is imperative to carry out this research as OCB can help to enhance the effectiveness of the manufacturing companies and thus contribute to the economy of Malaysia.

1.8 Scopes of Study

This research was conducted in manufacturing companies in the state of Negeri Sembilan. The sample of study involved the employees from all levels in selected Negeri Sembilan manufacturing companies and it employed the quantitative method, in which questionnaire was distributed to respondents. The EI variable in this research was studied based on the Mayer and Salovey's (1990) Ability-based EI Theory. There are four dimensions of EI, which are Regulation of Emotion, Self-Emotion Appraisal, Others' Emotion Appraisal, and Use of Emotion In addition, in this research, the

variable of OJ utilised six dimensions based on the Folger and Cropanzano's (1998) Fairness Theory: Distributive Justice, Procedural Justice, Interpersonal Justice, Informational Justice, Spatial Justice, and Temporal Justice. On the other hand, OCB variable was measured based on Blau's (1964) Social Exchange Theory. There are two dimensions of OCB, which are Individually Directed Organizational Citizenship Behaviour (OCBI) and Organizationally Directed Organizational Citizenship Behaviour (OCBO). In addition to that, OCB was also measured through questionnaire. Furthermore, in this study, the impacts of the variables and the mediating effect of OJ on the relationship between EI and OCB were also studied.

1.9 Conceptual and Operational Definitions

There are several terms used in this research. The conceptual and operational definitions as used in this research are listed below.

1.9.1 Organizational Citizenship Behaviour

Conceptually, OCB refers to the willingness of employees to act beyond the formal responsibilities in order to satisfy all the stakeholders in company (Tsai and Wu, 2010). OCB is also defined as the sense of responsibility of employees that are apart from the compensated set of duties (Veličkovska, 2017). According to Luthans (2011), OCB is an action that is exhibited by the employees voluntarily, instead of being driven by the reward system in organizations. In addition, OCB is also described as the willingness of employees to perform tasks without expecting monetary rewards from organizations (Habeb, 2019).

For the purpose of this study, OCB is defined as the voluntary behaviour that is exhibited to organization and individuals by employees (William and Anderson, 1991). According to William and Anderson (1991) model, there are two dimensions involved as below:

- (i) Individually Directed Organizational Citizenship Behaviour (OCBI): The helping behaviour and courteousness that are directed to the co-workers and superior, such as altruism, and courtesy.
- (ii) Organizationally Directed Organizational Citizenship Behaviour (OCBO): The behaviours that benefit the organization, which are conscientiousness, civic virtue, and sportsmanship.

To measure these dimensions, the Lee and Allen's (2002) OCB questionnaire was used in this study.

1.9.2 Emotional Intelligence

Conceptually, EI is described as the abilities of the blend between emotions and social competence (Joseph and Newman, 2010). In addition, EI is also described as the combination of individuals' cognition and emotion (O'Boyle *et al.*, 2010). According to Furham (2012), EI is the emotional awareness of an individual, as well as the ability of relationship management. Goleman (2011) described that EI involves the capabilities of determination, drive, interpersonal chemistry, and enthusiasm of an individual.

For the purpose of this study, EI is defined based on the Salovey and Mayer (1990) Ability Model, whereby it is the ability of perceiving emotions, understanding the meaning of emotion's words, and managing own and others' emotions as well as feeling (Mayer and Salovey, 1990). Therefore, according to the Mayer and Salovey's (1990) EI model, the operational definitions are as below:

- (i) Regulation of Emotion: The ability of someone to regulate emotion to recover from emotional distress.
- (ii) Self-emotion Appraisal: The ability to control his or her own moods or emotions when positive or negative incidents happen in the environment, which depends on their capability to observe, assess, and alter to changing mood.

- (iii) Others' Emotion Appraisal: The ability to recognize and comprehend others' emotion accurately.
- (iv) Use of Emotion: The ability to create emotions which can help in judging and facilitating the process of decision-making.

In this study, the Wong and Law (2002) EI questionnaire, which had been developed based on the Salovey and Mayer (1990) Ability Model, was employed to measure EI.

1.9.3 Organizational Justice

Conceptually, OJ is defined as the perception of the employees on the fairness of working environment (Jacobs, Belschak, and Den Hartog, 2014) and it concerns about employees' perception on the fairness of managements' decision and action (Yean and Yusof, 2016). Furthermore, OJ is also described as the comparison of ratio between one's gain and other employees' gain in an organization (Rai, 2013).

For the purpose of this study, the dimensions of OJ are defined according to Colquitt (2001) and Usmani and Jamal (2013) definitions. The operational definitions are as below.

- (i) Distributive Justice: The extent to which the employees have received the outcomes in a fair way (Colquitt *et al.*, 2001).
- (ii) Procedural Justice: The extent to which the employees perceived fairness throughout the procedure to reach an outcome for them (Colquitt *et al.*, 2001).
- (iii) Interpersonal Justice: The extent to which the employees are treated in the polite way, with dignity, and being respected by the parties who are involved in the procedures and deciding outcomes (Colquitt *et al.*, 2001).
- (iv) Informational Justice: The extent to which the employees are explained on why procedures are conducted in a particular way, or why certain outcomes are disseminated in a particular manner (Colquitt *et al.*, 2001).

- (v) Temporal Justice: The extent to which the working time is fairly distributed to employees on tasks (Usmani and Jamal, 2013).
- (vi) Spatial Justice: The fairness perception of the employees about the geographical aspect and the access to the valuable resources within the workplace (Usmani and Jamal, 2013).

The Colquitt (2001) OJ questionnaire was used to measure the four OJ dimensions, which are distributive justice, procedural justice, interpersonal justice, and informational justice, whereas the Usmani and Jamal (2013) OJ questionnaire was used to measure the two OJ dimensions, which are temporal justice and spatial justice.

1.10 Summary

In this section, the researcher has discussed the background of the study, statement of the problem and listed up the objectives of the study as well as research question and hypotheses. In addition, the significance of the study, the scope of the study and the limitations of the study were also discussed. Besides, the definitions of terms utilised in this study were also explained in this chapter in order to investigate the correlation between EI, OJ, and OCB of employees in Negeri Sembilan manufacturing companies, as well as the mediation effect of OJ. The following chapter presents and discusses in detail on the elements of EI, OJ, and OCB.

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LIST OF PUBLICATIONS

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2. **Gan, J. L. & Yusof, H. M. (2018).** A review of the linkage between emotional intelligence and organizational citizenship behaviour. *Human Sustainability Procedia*.
3. **Gan, J. L. & Yusof, H. M. (2018).** The relationship between motivation to transfer and training transfer: the moderating role of supervisory support. In the *Proceedings of the 3rd CHREST International Conference 2018*, Terengganu, April.
4. **Gan, J. L. & Yusof, H. M. (2018).** The Linkage between Workplace Spirituality and Organizational Citizenship Behavior: A Review Paper. In the *Proceedings of the International Conference of Social Sciences and Humanities*, UTM Johor, April.
5. **Gan, J. L. & Yusof, H. M. (2018).** A review of the linkage between organizational communication and employees' performance. In the *Proceedings of the 7th International Graduate Conference on Engineering, Science & Humanities*, UTM Johor, August.
6. **Gan, J. L. & Yusof, H. M. (2018).** The relationship between the dimensionality of organizational justice and turnover intention: a conceptual paper. In the *Proceedings of InSight 2018*, USIM, September.

7. **Gan, J. L. & Yusof, H. M. (2018).** Does training influence employees' retention? A review paper. In the *Proceedings of International Conference on Global Business and Social Sciences*, Penang, October.
8. **Gan, J. L. & Yusof, H. M. (2018).** GuanXi and Turnover Intention: A review paper. In the *Proceedings of International Conference on Humanities, Economy, and Technology*, Port Dickson, November.
9. **Gan, J. L. & Yusof, H. M. (2018).** Employees' Diversity and Organizational Performance. In the *Proceedings of International Conference on Social Sciences Studies*, Johor, November.
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12. **Gan, J. L., & Yusof, H. M. (2018).** Does psychological capital influence organizational citizenship behaviour? A review paper. In the *Proceedings of International Conference on Governance, Organization and Business*, Cameron Highlands, September.

Book Chapter

1. **Gan, J. L. & Yusof, H. M. (2018).** *Pengaruh Motivasi Memperolehi Pengetahuan ke atas Keberkesanan Pemandahan Latihan*. In *Keberkesanan Program Latihan dan Pembangunan*. UTM Press.