

# SOCIAL INTELLIGENCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF SELECTED OIL AND GAS FIRMS IN THE SOUTH-SOUTH, NIGERIA

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## **Abstract**

*This study examined the relationship between social intelligence and organizational citizenship behavior of oil and gas firms in the South-South, Nigeria. Cross sectional research design was adopted in studying five (5) of these firms reported. Non-managerial employees are reported to have constituted the population of the study. From the field survey, forty five (45) copies of questionnaire were analyzed; Structural Equation Modeling as statistical tool from AMOS version 20.0 was used to determine the relationship existing between the variables while the beta-values obtained were used to test hypotheses formulated for the study. Findings revealed the existence of significant relationship between the dimensions of social intelligence namely; self-awareness, social awareness and situation awareness and organizational citizenship behavior (OCB) and that leadership orientation significantly moderates the relationship between the variables (predictor and criterion). It was concluded that the association between the variables is positive and direct in that those who have a strong sense of satisfaction in the leaders disposition have tendency to believe sincerity in organizational processes thus producing positive behaviors; also with social intelligence in the organization, OCB remains prevalent. Thus, it was recommended that the management of these oil and gas firms should strive to be promoting prompt open communication together with organizing regular meetings between their workers and their managers and designing monthly workshops on equality, integrity and employee-employer*

*relationship should be considered to elicit OCB and other positive organizational outcomes.*

**Keywords:** Self-Awareness, Social Awareness, Situation Awareness, OCB and Leadership Orientation

## **Introduction**

Every organization is established to achieve certain defined goals which might be profit-driven or service-oriented. Irrespective of the nature and type of goals the organization want to achieve, people are central and integral to the accomplishment such goals. So, it suffices to say that, goals are achieved through and with people. The people, who are central in the goal accomplishment quadrant, must have the required skills, motivation, expertise and the right attitudes towards the Organization. It is imperative to note that, in addition to employees' skills, knowledge, self-motivation and capabilities and perhaps the desire to self-actualized, there are myriads of other factors surrounding the workplace that could enhance employee productivity or impede productivity which is attitudes (Tamunomiebi & Fubara 2021).

The attitudes of people towards their organization play a major role on how best they utilize their skills and expertise to accomplish organizational goals. Attitudes are evaluative statements-either favorable or unfavorable about people, events or an organization (Robbins, Judge & Vohra, 2012). Attitudes are central in the organization's analysis of successes or failures because employees hold

different values and attitudes towards their organization which in turn influence their inputs and commitment level (Inyang, 2008). Attitude reflects employee's inner most dispositions towards the organization after carefully examining the happenings and occurrence of events within the organization. The happenings and events in this context typically exemplify management's treatment of employees, distribution of resources and favors in line with laid down rules and policies.

Additionally, Tamunomiebi and Fubara (2021) explained that, these events are not referring to physical or social events but practices and attitudinal dispositions of the custodians of policies. According to Robbins, Judge and Vohra (2012), the attitudes of employees could be categorized into cognitive, affective and behavioral.

Cognitive attitudes are conceptual component of attitudes which denotes a set of belief system an individual holds towards his/her organization. This belief may be based on a variety of learning experiences, prejudices, injustice, misunderstanding and maltreatment over time. It also, entails thought processes based on rational logic, perceptions and ideas about the organization's internal processes (Inyang, 2008). Affective attitudes refer to the expression of love and feelings of hate or likeness for someone or an object and behavioral attitudes describes the intention to behave in certain ways towards an object or organization.

Part of the drive to strengthen internal advantage and competitive edge is to ensure employees always perceive the organization to be honest, fair and just to all employees irrespective of their affiliation, ethnicity, and social status because anything short of that has the capacity to induce cynicism among employees of the organization.

Organizational citizenship behaviors (OCBs) are discrete, personal actions taken by staff members outside the official scope of their jobs. With use, the definition of OCB has changed. OCB is defined by Organ in 1988 as "individual conduct that is discretionary, not explicitly recognized by the formal incentive system, and that, taken as a whole, fosters the effective running of the organization" (1988:4). Giving rides home, recommending methods to improve a coworker's job, or simply feeding paper into the office printer

are all instances of OCBs toward coworkers. OCBs directed towards the organization as a whole include helping to recruit appropriate people to specific tasks, making suggestions to improve the workplace facilities, or doing unpaid overtime. Because of this, these behaviors are desirable yet challenging to foster inside customary organizational structures.

Organ (1988), Somech and Drach-Zahavy (2004), among others, underlined the voluntary element of OCB, arguing that if someone is doing official work tasks or adhering to a specified role, this is not an example of OCB. Such action ought to fall outside of the person's official responsibilities inside the company, so it shouldn't be publicly rewarded. However, if someone exhibits OCB, it could make a good impression on managers and eventually result in favorable employment advantages, such a pay raise or a promotion (Organ, 1988). Similarly, Igweh, Egbule and Agbor (2019) posits that social intelligence skills of leaders is central to improving, enhancing subordinate work attitude and improve performance factor in organizations.

OCB occurs at the individual level, but because of its cumulative and collective effects, it was formerly thought to be a phenomenon of groups: "Most OCB activity, conducted separately, would not make a dent in the overall performance of the organization... But that is the essence of OCB; it usually only occurs once in a modest or inconsequential circumstance (1988:8). Vanyperen et al. (1999) study the impact of divisions and departments as well as the organizational setting, while the majority of more recent research focuses on the characteristics of people who display OCB. In organizations that support it, OCB is therefore considered as an individual habit with cumulative effects on groups.

The discretionary component of the term was complicated by further studies. According to Morisson (1994), OCB was not always seen as "extra-role," and employees who thought it was "in-role" showed more of it. Since this implies that OCB might occasionally be taken for granted by managers and coworkers, official commendation and reward are now feasible. In light of this, Organ revised his definition to include "contributions to the preservation and enhancement of the social and psychological milieu that supports task performance" (1997:91).

Since OCB is not expressly connected to any official job requirement or reward, it is still regarded as separate from task performance in this redefinition. However, Halbesleben and Bellairs include the notion that employees can be aware of the prospects from OCB in their definition, people are driven to choose behaviors that will provide them the best chance of achieving their future professional goals, which frequently take the form of OCBs (2015).

### **Statement of the Problem**

The seeming insensitivity of the management of most oil and gas firms amidst harsh economic difficulties is really causing wave of agitations and cynical dispositions among employees in the oil and gas industry instead of behavioral dispositions hinged on citizenship behavior within the organization. A lot of oil and gas firms in the name of cost minimization, had embraced and engaged in work casualization in such unjustifiable dimension that is detrimental to the wellbeing and welfare of employees. Tamunomiebi and Bagshaw (2018) explained that, casualization comprises the strategic replacement of permanent staff with contract and/or agency labor. The consequences of the abnormal practices are numerous for the employees to bear. Okafor (2007) stated that among the harms encountered by casual employees were their appallingly low pay, lack of job stability, lack of access to medical benefits, lack of termination benefits, death benefits, and lack of accident insurance plans for workers.

According to Bayo (2019), there is a deluge of academic and social analyst opinions that the growing trend of many businesses using a large contingent of temporary workers in place of their permanent workforce is a key tactic for cutting costs and releasing themselves from their traditional obligations to their workforce. PENGASSAN reported in 2018 that jobs that were formerly permanent are now casualized, even though the work is still the same. In some cases, employees are let go and then immediately hired for the same position on a contract basis with no benefits such as medical insurance, life insurance, or redundancy pay. It has been observed that most of the oil and gas firms have different pay structure for local and foreign employees. Many have argued that skills, experiences, qualifications are part of the basis most of these firms leverage on to develop and implement separate compensation framework for

both local and foreign employees; all of these situations at workplace lead to dearth in OCB.

From extant literature, many variables have been used in extant literature to predict the behavior of employees as it concerns OCB; works such as job satisfaction which was regarded as the best predictor (Bateman & Organ, 1983; Smith et al., 1983). Other variables have been equally used as reliable predictors of organizational citizenship behaviors; such as personality (Organ, 1990, Organ & Lingl, 1995), job satisfaction (Moorman, 1993), employee attitudes (Podsakoff et al., 1996), employee role perceptions (Podsakoff et al., 1996), procedural justice (Aquino, 1995; Farh et al., 1997), leadership characteristics (Deluga, 1995; Podsakoff et al., 1996), interview styles (Latham & Skarlicki, 1995), psychological capital (Zhong, 2007), locus of control (Barbuto & Bugenhagen, 2006), and motivation theories (Barbuto et al., 2003).

Thus, this study aims to examine the relationship between social intelligence and organizational citizenship behavior of oil and gas firms in the South-South, Nigeria.

### **Aim and Objectives**

The study's primary goal is to determine the association between organizational citizenship behavior and social intelligence among oil and gas companies in the South-South, Nigeria, and other countries, specific objectives are to;

1. Find out the relationship between self-awareness and organizational citizenship behavior of oil and gas firms in the South-South, Nigeria.
2. Ascertain the relationship between social awareness and organizational citizenship behavior of oil and gas firms in the South-South, Nigeria.
3. Examine the relationship between situation awareness and organizational citizenship behavior of oil and gas firms in the South-South, Nigeria.
4. Find out if leadership orientation moderates the relationship between social intelligence and OCB of oil and gas firms in the South-South, Nigeria.

### **Hypotheses**

The following null hypothetical statements are a guide to the study;

H01: There is no significant relationship between self-awareness and organizational

citizenship behavior of oil and gas firms in the South-South, Nigeria.

H02: There is no significant relationship between social awareness and organizational citizenship behavior of oil and gas firms in the South-South, Nigeria.

H03: There is no significant relationship between situation awareness and organizational

citizenship behavior of oil and gas firms in the South-South, Nigeria.

H04: Leadership orientation does not significantly moderate the relationship between social intelligence and OCB of oil and gas firms in the South-South, Nigeria.

## Review of Literature

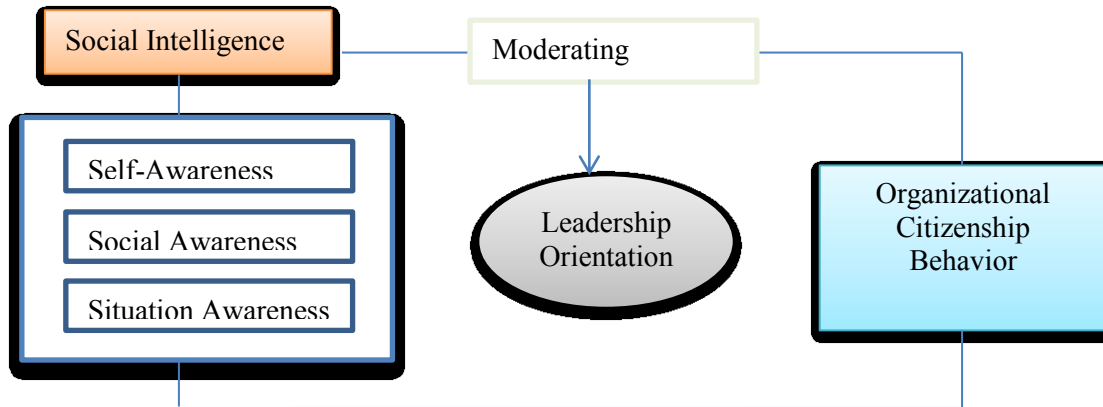


Figure 1.1 Conceptual framework is as adapted from the works of Goleman (2006), Habeeb, Shaad (2019) and Omkar (2020) for the predictor (social intelligence), criterion (organizational citizenship behavior) and moderating (leadership orientation) variables respectively.

## Theoretical Framework

### Social Network Theory

The proponent of this theory was Barne in 1954. Barne in 1950 conducted research on social relationships in a small Parish in Norway to provide understanding of network of ties across a social class system and in 1954 the research outcome culminated into a full fledge theory that is known today social network with contribution from other scholars and field of knowledge. Scott (1991) summarized that there are three lines of research that contributed to the theory’s early development; (1) The socio-metric analysis tradition, which relies on graph theory methods from mathematics (2) The interpersonal relations tradition, which focuses on the formation of cliques and interactions among a group of individuals (3) An anthropology tradition that explores the structure of community relations in less developed societies. On the other hand, according to Social network theory is a baseline theory for explaining social intelligence which has been described as the ability to understand social situation and manage men and women productively to advance performance. The Social

Network is a theoretical construct that is used in management to study relationships between individuals, groups and organizations. It is also a social structure which made up of a set of social actors, sets of dyadic ties and other social interactions among employees.

Follet (1928) noted that, human beings grow and become innovative through their relationships with others in organization. Every individual is a social animal who finds a sense of identification, personal security in cooperative relationships and then function in group setting to create something significant that individual working separately could not have created. The simplest idea of a network involves a set of points connected by lines and it was this idea which led the proponents of social network theory to focus on relationships among social entities and workers in an organization. The theory rested on the social interactions and its concern is on managers, employees and the environment.

### Social Identity Theory

This theory was developed by Tajfel and Turner in 1986. According to the hypothesis, people

often categorize themselves into social groups that have meaning for them, and this affects how they interact with members of other groups as well as members of their own (Tajfel & Turner, 1986). The central propositions of this theory include: (i) People's desire to belong to groups that they enjoy distinct and positive identities (ii) Social identification with certain group leads to activities that are congruent with the group collective, individual aspiration and foster stereotypical perception of self and members of such group. (iii) Through social comparisons between the in-group and out group. In-group members will make effort to maintain superiority over an out-group member; (iv) mere categorization creates in-group favoritism and out-group discrimination.

Based on Tajfel and Turner (1986), social identity stems from categorization of individuals' distinctiveness and prestige of the group, the salience of our group and the factors that traditionally are associated with group formation are very key to the success and otherwise of the employees.

### **Concept of Social Intelligence**

Some scholars have christened social intelligence as the science of relationships while others view it as ability to understanding and respond to happenings in the social environment and manage the human elements of the organization appropriately. Thorndike (1920) was the first researcher to conceptualize and popularize the concept of social intelligence from his intelligence argument that underscore three kinds of intelligence (abstract, mechanics and social). He defines social intelligence as the capacity to comprehend and control both men and women, boys and girls, and also to act sensibly in interpersonal interactions. Thorndike's idea of social intelligence is still fundamental to, and even more extensive than, many other definitions. Key take way from this definition are; i) Social intelligence is the ability to understand and manage people: Understanding people is broad and comprehensive. It entails understanding how people feel and why they feel the way they do, how they behave and why they behave the way they do and how they think and why they think the way they do. This understanding should lead to developing approaches to enable managers effectively manage people to achieve the organizational goals.

ii) To act wisely: Wisdom is simply put, the right application of knowledge to achieve desirable result. So, to Thorndike, social intelligence is the right application of knowledge and understanding of social relations

Goleman (2006) defined social intelligence as the ability to get along well with others and to get them to cooperate with you in order to achieve an expected goal. Here again, the understanding of the social situation and people is very crucial for managers. Getting along in the workplace entails exhibiting high social skills. Moss and Hunt (2002) defined social intelligence as the ability to get along with others. To be able to relate with human beings, it requires that one has understanding of social situations and the cognitive structure of individual traits. Everybody doesn't behave in the same even in similar circumstances because human beings are wired differently.

### **Dimensions of Social Intelligence**

#### ***Self-Awareness***

This is the ability to read one's emotions and recognize their impact while using emotional feelings to guide decision (Goleman, 1998). Fubara and Asawo (2020) opined that, self-awareness is being aware of personal emotion, behavioral pattern and understanding their cause and reflecting on the patterns of behavior which you display as a consequence of that emotion. It can also be seen as the ability to recognize one's own emotions, strengths, weakness, values and norms and understanding their impact on your behavior.

Self-awareness helps a manager to understand their emotions, reactions, strength, weakness, thoughts, beliefs and motivation in the workplace. Certain things inspire and motivate some people but all people are not motivated by certain things. Managers need to consciously understand that people are not the same and feelings provoke certain behaviors. By extension, managers need to understand their organization in the committee of organizations, their strengths, weaknesses, threats and opportunities.

Certain practices and behaviour have the capability to engineer strife and frustration among employees. Self-awareness is the capacity to recognize one's emotions and consider their effects. It addresses the use of intuition in making judgments as well. Being able to recognize and

comprehend your feelings is self-awareness. Fubara and Asawo (2020) when emotionally self-aware, you can analyze your strength and weakness, what you want and the motives behind it. Possessing high level of self-awareness can aid in moods and feelings assessment and its effect on others. Emotional self-awareness has been said to be very important because it gives the opportunity to manage feelings, motives and self-motivation that leads to achieving your goal. Goleman (2001) argues that self-awareness is what aids in assessing your acts, whether they are worthwhile. One's feeling moderate his actions, application of skills to work and its of immense importance because it can make or mar one's productive effort in the organization. Therefore, he suggested that the following competencies are important abilities in self-awareness: emotional self-awareness, accurate self-awareness and self-confidence.

### ***Social-Awareness***

As the word suggest, social awareness refers to having understanding of the social world. The social world is about the feelings, behaviors and reactions of others in a social context. Social-awareness, being the second dimension of social intelligence is the ability to understand and be compassionate to the feelings, views, opinions and challenges of other people. Social awareness, according to Goleman (1998), is the capacity to perceive, comprehend, and respond to the emotions and behavioral patterns of others in a social setting on social networks. The ability to interpret non-verbal clues for unpleasant emotions, particularly wrath and fear, and to assess the sincerity of others is a component of social awareness, which includes the competency of empathy. It is about understanding others feelings, not experiencing them (Gardner, 2009). It is simply putting you in another person's position or circumstances to understand why people behave in certain ways, reacts in certain manner and are motivated by certain factors that may not motivate others.

Social awareness emphasizes the individual's ability to identify, perceive and react to other's emotions in way that doesn't damage relationships and destroy performance. Understanding people's needs and showing compassion for them are both components of social awareness. Understanding social situations that affect people's behaviour and performance is another requirement. People are wired differently

and no two persons are same on earth. Sometimes our life's experiences form our world view of reality and how people should be treated. Seeing things from others' point of view is crucial and important to managers of organizations.

Social awareness involves the ability of individual to understand the emotions of other employees, then thought and feelings and recognize and know how to assist them. It requires putting into consideration, other's feelings, especially when making decisions and treating people according to their emotional reactions.

Social awareness also entails been service centered and having the organization at the forefront. According to Victoroff & Boyatzis, (2012) social awareness is seen as social consciousness that is shared by individual within a society. In explaining the effect of social awareness on employee job performance, the impact of social awareness are more likely depends on the length of time that the people have involved in interacting to each other in order to have better understanding on who they are dealing with, how they can able to approach specific people in certain situations.

### ***Situation Awareness***

The ability to understand situation and interpret events accurately is very important in social awareness. Situational awareness, according to Endsley (1988), is the ability to perceive environmental elements within a volume of time and space, understand their significance, and predict how they will behave in the near future. This places a focus on how people perceive and comprehend the world, along with some aspects of future projection. Situational awareness is further defined by Bedny and Meister (1999) as the conscious dynamic reflection of the circumstance by an individual or organization. It offers a dynamic orientation to the situation and the chance to consider the situation's prospective characteristics in addition to its history, present, and future. Dynamic reflection enables people to create mental models of external events because it combines logical-conceptual, imaginative, conscious, and unconscious elements. Situation awareness, according to Endsley Bolte and Jones (2003), is the capacity of an enterprise to be aware of what is taking place around it and to comprehend what that information is available to it both now and in the future. Situation awareness describes an organization's awareness of its

business-scape, and its understanding of what that information means for its present and future wellbeing (Ahiauzu & Jaja, 2015). The capacity to foresee opportunities, prospective threats, disturbances, and the ability to correctly recognize potential crises and their expected impacts are all part of this (Tamunomiebi, 2018).

According to Robb (2000), situation awareness is a necessary condition for competent performance in dynamic situations with inaccurate and incomplete situation awareness often leading to dangerous and life-threatening consequences for the organization. Situation awareness is a vital command skill in a crisis because the first step in decision making is to evaluate the situation. Also, McManus (2007) described situation awareness as the measure of an organization's understanding and perception of its entire operating environment. This includes: the ability to look forward for opportunities as well as potential crises, the ability to identify crises and their consequences accurately, an enhanced understanding of the trigger factors for crises, an increased awareness of the resources available both internally and externally, a better understanding of minimum operating requirements from a recovery perspective; and, an enhanced awareness of expectations, obligations and limitations in relation to the community of stakeholders, both internally (staff) and externally.

### **Concept of Organizational Citizenship Behavior (OCB)**

Dennis Organ (1997) introduced the idea of organizational citizenship behavior (OCB), which he defined as individual action that is discretionary, not immediately or openly acknowledged by the formal incentive system, and that collectively encourages the efficient operation of the organization. By discretionary, we mean that the behavior is more of a matter of personal choice, such that its omission is not typically understood as punishable, rather than a requirement of the role or job description that is the clearly specified terms of the person's employment contract with the organization.

Katz (1964) identified three categories of employee behaviour and argued that employees should first be induced to enter and remain with an organisation, then to perform specific role requirements as expected and finally would engage in activities that go beyond their job

descriptions and expectations. Later, researchers dubbed the last category OCB (Konovsky and Pugh, 1994). Podsakoff et al. (2009) asserted that, although many researchers use different evaluation dimensions, the most common measurement method was the five dimensions proposed by Organ (1988) which classifies OCB into the following dimensions:

- i) Altruism – taking initiative to help members of an organization resolve problems;
- ii) Conscientiousness – in addition to complying with organizational rules, going beyond minimum requirements through hard work;
- iii) Sportsmanship – obeying organizational regulations, tolerating imperfect situations without complaint;
- iv) Courtesy – avoiding work problems by reminding and informing other co-workers in advance; and
- v) Civic virtue – remaining attentive and proactive when participating in organizational activities.

Williams and Anderson (1991) divided OCB into two types: OCB-I and OCB-O. OCB-I refers to behaviors directed at specific individuals such as courtesy and altruism, while OCB-O refers to behaviors concerned with benefiting the organization as a whole such as conscientiousness, sportsmanship, and civic virtue. However, Hoffman *et al.* (2007) and LePine *et al.* (2002) have investigated the dimensionality of the OCB construct and have demonstrated the overall validity and robustness of Organ's classification.

### **Concept of Leadership Orientation**

A leader's or manager's "relatively constant pattern of behavior demonstrated while dealing with it and influencing subordinates" is referred to as their "leadership orientation or style." Among various theories of leadership styles relating to effective organizational performance, perhaps the most prominent one is the transformational-transactional theory of leadership. It is frequently acknowledged that the transactional/transformational school of thinking dominates the field of leadership research (Bass, 1985; Dulewicz & Higgs, 2005; Judge & Piccolo, 2004; Vera & Crossan, 2004).

A leader with a transformational leadership style (TSFL) inspires and appeals to the ideas and values of subordinates by casting a compelling future vision. Relationship-centered

transformational leaders utilize idealized influence, motivation that inspires, intellectual stimulation, and individual consideration to get better outcomes (Avolio et al., 1999). Integrating empathy, compassion, sensitivity, relationship-building, and innovation are all components of transformational leadership (Jin, 2010). Task-oriented, transactional leadership (TSCL) appeals to employees' intrinsic motivations for work through the process of exchange. The leaders use their position, rule, authority, and power to retain control and accomplish tasks through rewarding and punishing behavior that is constructive and corrective. According to Bass (1990, 1998), transactional leadership behaviors serve as the building blocks for transformational behaviors because they consistently offer rewards in exchange for work completed, which fosters followers' faith in the leader. The same leader may use transformational or transactional style at different times in different situations (Bass and Avolio, 1992; Yukl, 1998) or in different amounts and intensity (Bass, 1985).

According to Mullins (2000), the leadership orientation is the way a leader interacts with and affects their subordinates. It may also refer to the methods used by the leader to complete the task at hand or to realize the desired organizational goals or objectives. However, Howell and Costley (2006) argued that leadership styles were frequently predicated on the nature or context of the organization, and that these styles frequently change or can be modified in response to environmental changes or even in response to the social dynamics of relationships within the organization. Although earlier researchers have preferred to employ both titles (Luthans, 1992; Tannenbaum & Schmidt, 1958) – leadership styles and leadership behavior – synonymously implying that styles are linked to the behavioral dispositions or character of the leader, recent studies (Kennedy, 2002; Mandell, 2003; Marturano & Gosling, 2008) have disputed this on the basis of the leader-member exchange theory which supports the evidence of choice and style modifications based on the fluidity of work relationships.

### **Social Intelligence, Organizational Citizenship Behavior and Leadership Orientation**

Thorndike (2020) defines social intelligence as the capacity to comprehend and control men and women, boys and girls, and to act sensibly in interpersonal interactions. In the Thorndike,

social intelligence is vital and encompasses abilities like the capacity to comprehend and manage people by doing so; it entails understanding how people feel and why they feel the way they do, how they behave and why they behave the way they do and how they think and why they think they way they do and this ultimately infuses leadership orientation of the leader in its context to affect the behavior to be elicited from workers in the organization (Mohammed & Hossein, 2006).

While the position on leadership styles as linked to behavior obviously follows the trait theory of leadership (Carless, 1998; Luthans, 1992), A more hybrid theory of leadership that acknowledges the leader's flexibility to alter with circumstances, settings, and even expectations is the leader-member exchange theory. (Graen & Uhl-Bien, 1996; Marturano & Gosling, 2008). So, leadership can be seen of as a set of tools or talents that can be adjusted to meet the demands, objectives, or expectations of the business. Thus, a leader's approach to influencing others and ensuring that certain goals and objectives are met is characterized by their leadership style (Mandell, 2003; Mohammed & Hossein, 2006). Organ (1988) defined OCB as work-related actions that are optional, i.e., unrelated to the official organizational reward system, and that, taken together, support the efficient operation of the organization. Moreover, OCB reflects those actions performed by employees that surpass the minimum role requirements expected by the organization and that promote the welfare of co-workers, work groups, and/or the greater organization (Lovell *et al.*, 1999; Jehad *et al.*, 2011). A great number of empirical studies show the positive association of OCB and a broad range of individual level and organizational level outcomes, including leadership orientation, task performance, customer satisfaction, productivity (Podsakoff *et al.*, 2009), OC (Ng and Feldman, 2011; Liu, 2009), and organizational justice (Ang *et al.*, 2003).

### **Empirical Study**

Shahid (2017) carried out a study on social intelligence and effective leadership: content and analysis approach. The aim of the study was to explore the different domains of social intelligence which were necessary for effective leadership performance. The study adopted a qualitative analysis of precious studies from 1990 to 2016. The results showed that leaders who are

socially intelligent have social awareness, situational awareness, situational response, social memory, social perception, social skills, social knowledge, social creativity, and empathy for better understanding and facilitation of social relations and work performance in the workplace.

Fubara (2019) carried out a study on social intelligence and organizational innovativeness of manufacturing firms in rivers state. The advancement in technology and cultural changes has resulted to stiff competition among organizations and various studies have revealed that innovativeness is critical to the success and survival of any organization. One of the factors that facilitate innovativeness is interpersonal relationship among managers and employees. This study looked at the relationship between organizational innovation and social intelligence. This study's goal was to investigate the connection between organizational innovation and social intelligence among manufacturing companies in Rivers State. The research design for the study was a quasi-experimental one. The population of the study consisted of ninety seven (97) management staff, which included Chief Executive Officers and Heads of Department from the twenty (20) functional manufacturing enterprises in Rivers State. The census sampling approach was used. because the sample size is small, while the unit of analysis was at the organizational level. The main data collection instrument for the study was structured questionnaire. A total of ninety-seven (97) copies of the questionnaire were distributed. Ninety-one (91) were retrieved while six (6) were not returned. The data was presented using tables, mean and standard deviation while Spearman's Rank Order Correlation Coefficients and Statistical Package for Social Science (SPSS version 23) were used to determine the relationship between social intelligence and organizational innovativeness. The study revealed positive and significant relationship between the dimensions of social intelligence and the measures of organizational innovativeness. Specifically, the study found that self-awareness, social-awareness and social facility of managers are crucial in the innovative process of the manufacturing firms in River state. The study concluded that social relationships and understanding of the trend in the environment could assist organizations to produce goods and services that meet customers' satisfaction and expectation. Top managers' drives innovativeness

for it to be effective; however there should be a process to accommodate employees' inputs in the innovative process. Finally, it is recommended that managers should leverage on technology, social purposive and productive relationships to enhance its innovative initiatives to enable them produce quality goods and services at affordable prices

The relationship between a leader's authenticity and workplace cynicism in Rivers State manufacturing enterprises was examined in a study by Tamunomiebi and Fubara (2021) titled "Leader's Authenticity and Workplace Cynicism of Selected Manufacturing Firms." The paper adopted a cross sectional research design. The study's population consisted of a total of 150 management personnel, including managers and department heads from the 16 operational manufacturing enterprises in Rivers State.. We adopted a census method of sampling due to the fact sixteen (16) manufacturing firms is within the range for census sampling. The main data collection instrument for this study was structured questionnaire. A total of seventy-seven (77) copies of the questionnaire were distributed but seventy-two (72) were retrieved while five (5) were not returned. Tables, percentages, Spearman's Rank Order Correlation Coefficients and Statistical Package for Social Science version 23 were used for data presentation, analysis and testing of hypotheses to determine the relationship between leader's authenticity and workplace cynicism. The study found no connection between a leader's authenticity and workplace cynicism, meaning that if a leader displays the traits and dispositions of authenticity in the workplace, there won't be any cynicism there; instead, there will be a climate that promotes harmony and the pursuit of excellence. The study also found that one of the main factors contributing to workplace cynicism is when a leader starts to dishonestly sidestep norms in order to further their own and their group's interests at the detriment of others. The study came to the conclusion that workplace cynicism causes boredom and irritation because an employee's perception can directly or indirectly affect his or her productivity and level of dedication to their jobs. Accordingly, the study made the recommendation that leaders should uphold high moral, honest, and equity standards in the workplace when it comes to the administration of policies and procedures because their behavior and demeanor have an impact on how employees perceive and respond to them,

which in turn can have a positive or negative impact on their performance.

**Methods**

This study adopted a cross sectional survey research design in studying five (5) selected oil and gas firms which constitutes our accessible population, however our study units include the non-managerial employees of the firms having that our unit of analysis is at individual level of the organization. The study respondents from the institutions constituted the population of the study; from the field survey, we retrieved and analyzed forty five (45) copies of questionnaire; descriptive statistics was employed in analyzing the demographic data of respondents; also, Multivariate level analysis was used to determine the moderating impact of leadership orientation on the relationship between the predictor and criterion variables. Structural Equation Modeling (SEM) from AMOS version 20.00 was the statistical tool used to examine the relationship between the dimensions of social intelligence and organizational citizenship behavior and to test hypotheses postulated for the research.

**Model Specifications**

**Regression/Structural Model**

The functional models for the relationship between social intelligence and organizational citizenship behaviour (OCB) are given as follows

$$OCB = f(SI) \tag{1.1}$$

$$OCB = f(SA, SOA, SIA) \tag{1.2}$$

$$OCBC = f(SI, LO, OCBC * LO) \tag{1.3}$$

Where;

SI =Social Intelligence

SA = Self-awareness

SOA=Social Awareness

SIA=Situation Awareness

OCB = Organizational citizenship behavior

LO = Leadership Orientation

OCBC = (Mean composite of organizational citizenship behavior)

SIC = Social intelligence Composite (Mean composite of self-awareness, social awareness and situation awareness)

The statistical (empirical) models for these relationships are given as follows:

$$OCB_i = \beta_0 + \beta_1 SA_i + \beta_2 SOA_i + \beta_3 SIA_i + LO + \epsilon_i \tag{1.4}$$

Where  $\beta_0, \lambda_0$  and  $\phi_0$  in models are regression intercepts;  $\beta's, \lambda's$  and  $\phi's$  are the slope parameters capturing the effects of SA, SOA and SIA and  $\epsilon_{it}, u_{it}$  and  $e_{it}$  are the error terms representing all unmodelled factors. The results of models 1.1, 1.2 and 1.3 would be used to test hypotheses 1, 2 and 3.

Where  $\gamma_0$  is the model intercept,  $\gamma_1$  is the slope parameter that captures the effect of self-awareness composite and OCB,  $\gamma_2$  is the slope parameter that captures the effect of social awareness composite and OCB,  $\gamma_3$  is the slope parameter that captures the effect of situation awareness composite and OCB and the moderating role of leadership orientation is captured through the interaction term; hence, the sign, size and significance of  $\gamma_4$  determine the effect of leadership orientation on the relationship between social intelligence and OCB.

**4.0 Results and Discussion**

**Table 1.1 Demographics of Respondents**

OIL AND GAS FIRMS		Frequency	Percent (%)	Valid (%)	Percent	Cumulative Percent
Valid	Exxon Mobil	9	20.0	20.0		20.0
	Chevron	9	20.0	20.0		40.0
	Total fina Elf	7	15.6	15.6		55.6
	Nigerian Agip Oil Company	9	20.0	20.0		75.6
	Shell Petroleum Development Coy	11	24.4	24.4		100.0
	Total	45	100.0	100.0		
	<b>JOB POSITION</b>					
	Geoscientist	5	11.1	11.1		11.1
	Supervisor/Drillers	7	15.6	15.6		26.7
	Drilling Engineer	5	11.1	11.1		37.8

Subsea Engineer	5	11.1	11.1	48.9
Pipeline and Piping Engineer	5	11.1	11.1	60.0
Marine Specialist/Engineer	5	11.1	11.1	71.1
Offshore maintenance Technician	5	11.1	11.1	82.2
Truck Driver/ Crane Operator	4	8.9	8.9	91.1
Reservoir Engineer	4	8.9	8.9	100.0
<b>Total</b>	45	100.0	100.0	
<b>GENDER</b>				
Male	34	75.6	75.6	75.6
Female	11	24.4	24.4	100.0
<b>Total</b>	45	100.0	100.0	
<b>DURATION</b>				
Less than 10 years	7	15.6	15.6	15.6
11-20 years	15	33.3	33.3	48.9
Above 20 years	23	51.1	51.1	100.0
<b>Total</b>	45	100.0	100.0	
<b>ACADEMIC QUALIFICATION</b>				
ND/HND or equivalent	12	26.7	26.7	26.7
BSc/BTech or equivalent	10	22.2	22.2	48.9
MSc/MBA or equivalent	16	35.6	35.6	84.4
PhD/DBA	7	15.6	15.6	100.0
<b>Total</b>	45	100.0	100.0	

SPSS output, Version 20 – Field Survey, 2022

From the field survey, total number of forty five (45) copies of structured questionnaire was valid and usable from the field report, and was analyzed. Thus, the demographic distribution of respondents is reported in Table 1.1.

### Structural Model

We used the recursive structural model approach to predict the dependent variable. Parameters of structural equation modeling when means are not analyzed include (1) direct effects on endogenous variables from other variables, either exogenous or endogenous; and (2) the variances and covariance of exogenous variables. This means that the model has a covariance structure only, not also a mean structure. This model, adopted the multiple-indicator measurement approach, using

the reflective indicators, reflective measurement model and recursive structural model. Thus, we assessed the direct relationship between the exogenous constructs and endogenous construct(s) (X→Y).

### Interpretation of Results (Inferential Analysis):

This section gives attention to the interpretation of the results concerning the inferential data analysis. Four hypotheses were analyzed in two clusters. The analysis was based on significance criteria of  $\beta > 0.3$  (Brown, 2015);  $r > 0.7$  (Hair *et al.*, 2014) and  $p < 0.05$ . Results on each cluster of the hypotheses are summarized in table formats. These tables will serve as reference points for the interpretation of the results.

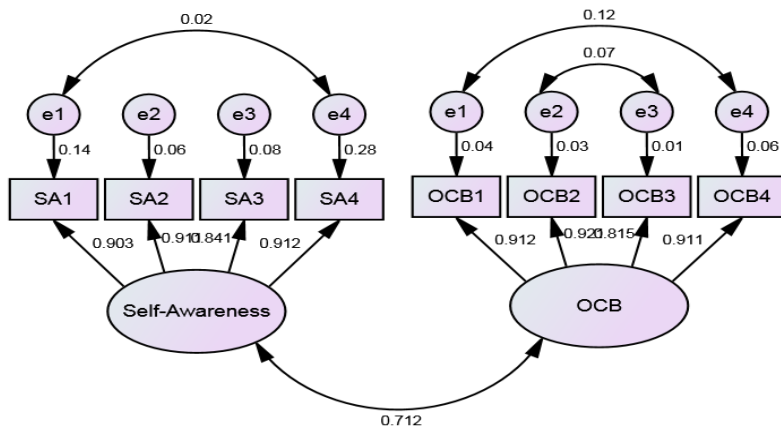


Figure 1.2: Structural Model Correlating Hypotheses 1 (Self-awareness and OCB)

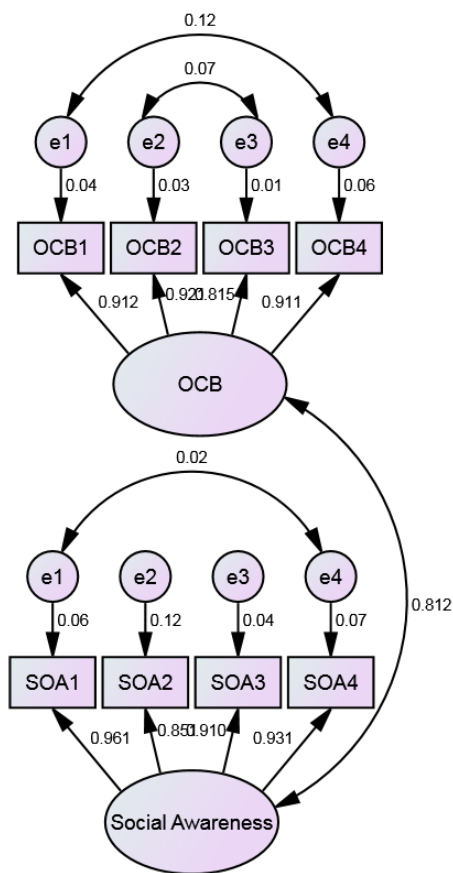


Figure 1.3: Structural Model Correlating Hypotheses 2 (Social Awareness and OCB)

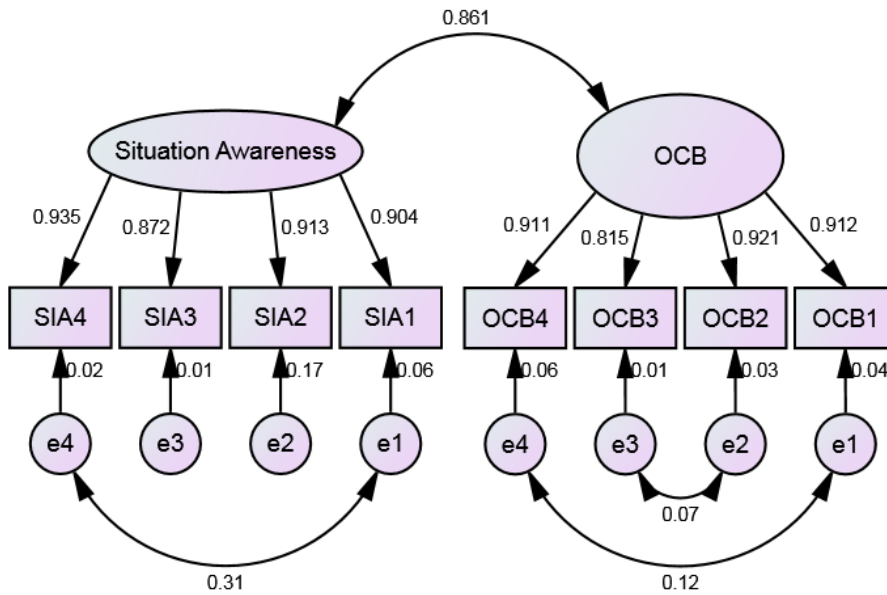


Figure 1.4: Structural Model Correlating Hypotheses 3 (Situation Awareness and OCB)

Multivariate Level Analysis

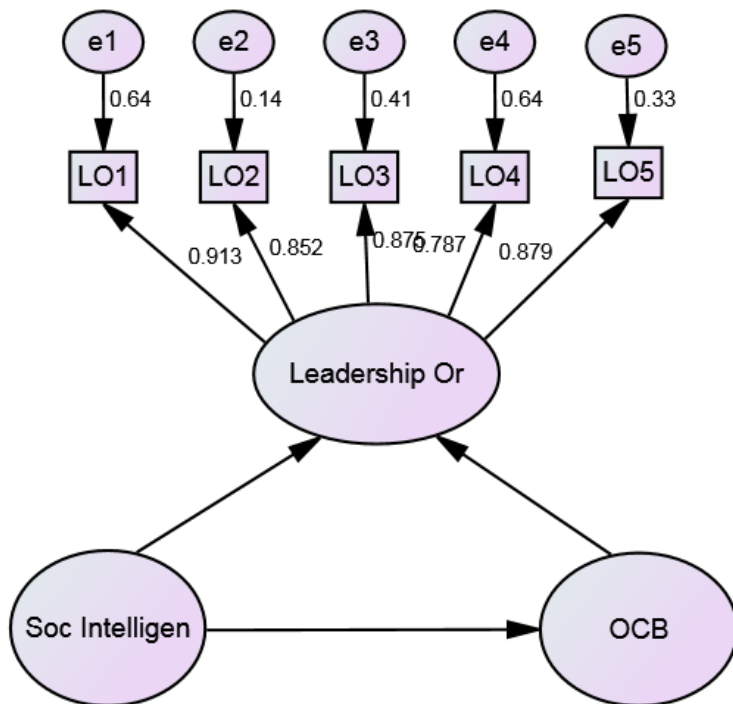


Figure 1.5: Structural Model for Hypothesis 4 (Moderating role of Leadership Orientation on Social Intelligence and OCB)

Table 1.2: Result of Standardized and Unstandardized Regression Estimate of the Model.

S/N	Moderation Stage	Relationship	Std. Beta	Actual Beta	S.E	C.R	P	Remark
1	SA → OCB (Hypothesis 1)	Self-awareness and OCB	0.712	0.031	0.35	3.14	0.000	Not Supported

2	SOA→ OCB (Hypothesis 2)	Social Awareness and OCB	0.812	0.027	0.30	3.08	0.000	Not Supported
3	SIA → OCB (Hypothesis 3)	Situation Awareness and OCB	0.861	0.038	0.20	3.07	0.000	Not Supported
4	LO→SI SI →OCB LO→OCB (Hypothes4)	Leadership Orientation Vs. Social Intelligence and OCB	0.681 0.564 0.634	0.043 0.022 0.021	0.52 0.71 0.53	2.07 2.25 1.98	0.000 0.000 0.000	Not Supported

Source: Amos Version 22.0.0 output on research data, 2022

**Discussion of Findings**

The study examined the relationship between social intelligence and organizational citizenship behavior of selected oil and gas firms. in the South-South Nigeria; four hypotheses were formulated as tentative answers to research questions raised and were tested to find support for the propositions, thus;

The result of the tested  $H_{01-3}$  reported the existence of a significant relationship between the dimensions of social intelligence (self-awareness, social awareness and situation awareness) and OCB; ((where  $\beta = 0.712$ ,  $r = 0.031$ ,  $p = < 0.05$ ;  $\beta = 0.812$ ,  $r = 0.027$ ,  $p = < 0.05$ ;  $\beta = 0.861$ ,  $r = 0.038$ ,  $p = < 0.05$ ),

Similarly, the result of the tested  $H_{04}$  showed the moderating effect of leadership orientation on the relationship between social intelligence and organizational citizenship behavior  $\beta =$  for  $LO \rightarrow SI = 0.681$ ;  $SI \rightarrow OCB = 0.564$ ;  $LO \rightarrow OCB = 0.634$ , and  $r = 0.043$ ;  $0.022$ ;  $0.021$ ;  $p < 0.005$ ; to support this empirical position; Fubara and Asawo (2020) opined that, self-awareness is being aware of personal emotion, behavioral pattern and understanding their cause and reflecting on the patterns of behavior which you display as a consequence of that emotion. It can also be seen as the ability to recognize one’s own emotions, strengths, weakness, values and norms and understanding their impact on your behavior.

Accordingly, Barnes (2010); Bishay (1996); Mirvis and Kanter (1986) and Bashir and Nasir (2013) stated that employees who were unsatisfied about the style of leadership in their organizations were less productive as well as having low organizational commitment and morale. Moreover, dissatisfied employees with negative attitudes will ultimately left the organizations. It is also explored the various factors associated with the job satisfaction and

working situations and one of the factors is OCB as it is linked positively with working situations as well as with job satisfaction.

**Conclusion**

Empirical reports from data analyzed lend the following conclusions relative to the scope of our study;

The aim of the study was to examine the relationship between social intelligence and organizational citizenship behavior. The construct of OCB was extensively investigated in previous research studies in different domains; thus, results show that organizational citizenship behavior affects the effectiveness of a company’s performance.

Thus, self-awareness as the first dimension of social intelligence as employed in this study reported positive association with organizational citizenship behavior of oil and gas firms in the South-South region, Nigeria;

Accordingly, social awareness as the second dimension of social intelligence also related positively with organizational citizenship behavior of oil and gas firms in the South-South region, Nigeria; Leaders in organizations can be possessive of social awareness as a dimension of intelligence in the organization thus promoting discretionary behaviors from employees that will contribute to positive organizational outcomes

**Recommendations of the Study**

It is not advisable to operate or function within this knowledge based economy and a technology-driven environment without encouraging resilience in the organization

The following recommendations come about as a result of prior findings and conclusions reached relative to the variables studied, thus;

- i. The management of these oil and gas firms should strive to be promoting prompt open communication together with organizing regular meetings between their workers and their managers and designing monthly workshops on equality, integrity and employee-employer relationship should be considered to limit the views of nepotism, ostracism, irresponsibility, and misuse of authority felt by individual workers.
- ii. The management of these institutions should strive to develop better quality of work life leads to commitment towards the company which is expounded as employees' affiliation to the organization and it is a sense of dedication and attachment, enthusiasm to go beyond, and an aim to keep on working with the company for an extensive period of time.
- iii. In order to accomplish high-performance goals which lead to organizational success, positive employee behavior in conducive work environment is vital and should be the emphasis by management
- iv. The attitudes and management styles adopted by managers of diversified teams, including cultural assumptions made, and methods of communication adopted, may affect the overall performance of the organization and should be critically monitored;

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### Appendix A: Questionnaire Section

#### Section A

Instruction: Please answer the following questions sincerely and tick (✓) where necessary

1. Name of Organization .....
2. Your position in the organization.....
3. Gender: (a) Male [ ] (b) Female [ ]
4. How long have you worked with your organization? (a) 1–5 years [ ] (b) 6–10 [ ] (c) 11–15 [ ] (d) Above 15 years [ ]
5. Academic Qualification: (a) SSCE/GCE/Equivalent [ ] (b) NCE/OND/Equivalent [ ] (c) B.A/B.Sc/B.Ed/HND [ ] (d) MBA/MSc/M.Ed/MA [ ] (e) Ph.D [ ] (f) If others, please specify.....

#### Section B

This copy of questionnaire has been constructed on a 4 point Likert’ Scale – indicating; Strongly Agree (SA), Agree (A), Disagree (D) Strongly Disagree (SD).

S/N	Self-Awareness	Scale			
		SA	A	D	SD
1	I am conscious of my emotions and the activities that goes on around me				
2	I am aware of my feelings and I have a good sense of why I have certain feelings most of the time.				
3	I always know whether or not I am happy and I really understand what I feel.				
4	I am quite capable of controlling my own emotions.				
S/N	Social Awareness	Scale			
		SA	A	D	SD
1	I am sensitive to the feelings and emotions of my colleagues.				
2	I have good understanding of the emotions of my colleagues around me.				
3	I am a self-motivated person				
4	I always know my colleagues’ emotions from their behavior.				
S/N	Situation Awareness	Scale			

		SA	A	D	SD
1	I spend most of my work time interacting with my colleagues				
2	I express positive expectations about my colleagues' potential giving directions in the development of other staff.				
3	I always recognize what drive and motivate my colleagues which has helped me in my performance				
4	I spend a lot of time with every person whom I work with and understand their body language.				

S/N	Organizational Citizenship Behavior (OCB)	Scale			
		SA	A	D	SD
1	I help others who have heavy workloads				
2	I help orient new people even though it is not required				
3	I obey the organization's rules and regulations even when no one is watching				
4	Ido not make "mountains out of molehills" (make problems bigger than they are				
S/N	Leadership Orientation	Scale			
		SA	A	D	SD
1	Effective leadership is determined by the degree to which it facilitates adequate or high productivity				
2	There is warm and friendly relationship, thus giving the likelihood of the leader to be trusted and liked by the subordinates				
3	Here it is easy for the leaders to get group cooperation				
4	The leader is obeyed and his wish is done not grudgingly				
5	The leaders cooperate effectively with groups of individual at work				

**Appendix B: AMOS version 20.00 Output**

Outer Loadings

	Self-awareness	Social-awareness	Situation awareness	OCB	LO
SA1	0.922038				
SA2	0.951825				
SA3	0.873755				
SA4	0.931667				
SOA1		0.954337			
SOA2		0.934167			
SOA3		0.889757			
SOA4		0.872235			
SIA1			0.959911		
SIA2			0.985290		
SIA3			0.971181		
SIA4			0.983273		
OCB1				0.934167	
OCB2				0.889757	
OCB3				0.873755	
OCB4				0.983273	
LO1					0.922038
LO2					0.985290
LO3					0.889757
LO4					0.872235
LO5					0.889757

**Latent Variable Correlations**

	<b>Self-Awareness</b>	<b>Social Awareness</b>	<b>Situation Awareness</b>	<b>OCB</b>	<b>LO</b>
<b>Self-Awareness</b>	1.000000				
<b>Social Awareness</b>	0.960446	1.000000			
<b>Situation Awareness</b>	0.819738	0.886600	1.000000		
<b>OCB</b>	0.985290	0.985280	0.985290	1.000000	
<b>LO</b>	0.889757	0.889753	0.889754	0.889732	1.000000

**Cross Loading**

	<b>Self-Awareness</b>	<b>Social Awareness</b>	<b>Situation Awareness</b>	<b>OCB</b>	<b>LO</b>
<b>SA1</b>	0.922038	0.794897	0.61914	0.683682	0.739556
<b>SA2</b>	0.951825	0.8152	0.854016	0.664556	0.784022
<b>SA3</b>	0.873755	0.739556	0.865938	0.661797	0.954337
<b>SA4</b>	0.931667	0.784022	0.636109	0.881072	0.934167
<b>SOA1</b>	0.772078	0.954337	0.683682	0.959911	0.889757
<b>SOA2</b>	0.825177	0.934167	0.664556	0.98529	0.872235
<b>SOA3</b>	0.714045	0.889757	0.661797	0.971181	0.793304
<b>SOA4</b>	0.804716	0.872235	0.881072	0.983273	0.739556
<b>SIA1</b>	0.843054	0.793304	0.959911	0.683682	0.784022
<b>SIA2</b>	0.807141	0.782058	0.98529	0.664556	0.954337
<b>SIA3</b>	0.756544	0.728528	0.971181	0.661797	0.934167
<b>SIA4</b>	0.78043	0.753933	0.983273	0.739556	0.739556
<b>OCB1</b>	0.714045	0.889757	0.661797	0.971181	0.793304
<b>OCB2</b>	0.804716	0.872235	0.881072	0.983273	0.739556
<b>OCB3</b>	0.843054	0.793304	0.959911	0.683682	0.784022
<b>OCB4</b>	0.807141	0.782058	0.98529	0.664556	0.954337
<b>LO1</b>	0.714045	0.889757	0.661797	0.971181	0.793304
<b>LO2</b>	0.804716	0.872235	0.881072	0.983273	0.739556
<b>LO3</b>	0.843054	0.793304	0.959911	0.683682	0.784022
<b>LO4</b>	0.807141	0.782058	0.98529	0.664556	0.954337
<b>LO5</b>	0.714045	0.889757	0.661797	0.971181	0.793304