

The Role of Social Intelligence on Workers' Extra-Role Behaviour of Independent Road Transport Companies in Port Harcourt, Nigeria

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ABSTRACT: *This study examines the role of social intelligence on workers' extra-role behaviour. The study adopted a cross-sectional research design and collected data from a sample of 175 employees drawn from a target population of 10 independent road transport companies in Port Harcourt. These 10 transport companies were registered with the Rivers State Ministry Transport, Port Harcourt, Nigeria. The formulated research hypotheses were tested using Spearman's Rank Oder Correlation Coefficient (rs) with the aid of Statistical Package for the Social Sciences (SPSS). The research instrument reliability was tested using Cronbach Alpha Test. From the results of the data analysis, it was found that workers extra-role behaviour measured in terms of self development, individual initiative and enterprise compliance among workers in the road transport is strongly dependent on the social intelligence of the supervisors and managers of the independent road transport companies operating in Port Harcourt. Based on this finding, the study concluded that social intelligence improves workers extra-role behaviour in the transport sector. Drawing from our conclusion, the study recommended that managers and supervisors in the road transport industry should improve their social intelligence skills to promote and encourage workers' extra-role behavior.*

Keywords: *social intelligence, extra-role behaviour, organisational citizenship behaviour, self development, individual initiative, enterprise compliance.*

I. Introduction

Workers extra-role behavior has been a major discourse in the field of social sciences (Zhu, 2013; Alparslan and Can, 2015). Workers that voluntarily take part in extra-role activities of their enterprise are the ones that organizations need the most (Morrison and Phelps, 1999). Employees that exhibit this type of behaviour do it from their innermost part of their personality (Cetin and Fikirkoça, 2010). The organization is a collective of individual's ideas, knowledge and human capital therefore; it does not exist in a vacuum, but functions within a circumference of stakeholders (employee, customers, suppliers, wholesalers, government, host community, competitors). As a result, it requires the contribution of every stakeholder to succeed in the business environment because one is dependent on the other. For instance, the customer is dependent on the producer to make purchases; the producer is dependent on the supplier for raw material; the producer is also dependent on the host community for a conducive atmosphere of production; government is dependent on the producer, customers for revenue generation and the service provider is dependent on the customer as well. The goal for every business is to render service and make profit which the hospitality industry is no exception (Eketu and Edeh, 2015). This goal however cannot be successfully achieved without the contributions and support of qualified and talented employees.

Extra-role behavior is significance in so many ways. Firstly, performance can be achieved in the organisation effectively when workers put extra effort other than their individual assignment in the firm. Extra-role can also increase organisational effectiveness and efficiency of the enterprise (Zhu, 2013). Secondly, without the effort of the employees, production of goods and services will face a great challenge and this will result to business closure or failure (Edeh and Anyanwu 2015).

Nevertheless, employees can exhibit extra-role behavior only when managers develop their social intelligence so that they can be able to get along well with their employees and make them cooperate willfully (Eketu and Edeh 2015). Studies have shown that social intelligence is one of the best determinants to individuals' success and improvement in their duties (Goleman, 2006). It is at this backdrop that we propose the effectiveness of social intelligence on the workers extra-role behavior in the road transport firms in Port Harcourt.

From the studies conducted above, it would interest us to know that none of the scholars had examined the relationship between social intelligence and workers' extra-role behavior of road transport firms in Port Harcourt. None of these studies was also conducted in the Nigeria work setting. This has created a vacuum that needed an urgent attention. The authors have found it necessary to examine the influence of social intelligence on workers' extra-role behavior of independent road transport companies in the city of Port Harcourt.

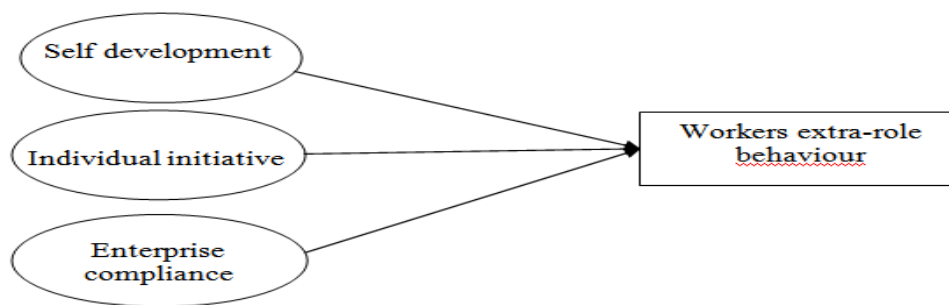


Figure 1: Researcher's Conceptualization

Figure 1 above depicts the role of social intelligence on workers' extra-role behavior. Social intelligence is enhancing workers' extra-role behavior with the presence of workers' self development, individual initiative and enterprise compliance. Managers with high social intelligence will be highly effective than the one whose social intelligence is low (Eketu and Edeh, 2015). Managers represent the image of the organization, and therefore the employees' attitude to work depends on the impression they perceive from their superiors (Eketu and Edeh, 2015).

The Purpose of the Study

The main purpose for this study is to examine the influence of social intelligence on workers extra-role behaviour of workers in the Nigeria in the independent road transport operators. Specifically, the objective of the study is to;

1. Examine the relationship between social intelligence and self development
2. Examine the relationship between social intelligence and individual initiative
3. Examine the relationship between social intelligence and enterprise compliance

Literature Orientation

The Concept of Social Intelligence

Over the years, the concept of social intelligence has generated a lot of argument amongst scholars in social and management sciences (Edeh and Eketu 2015). The psychometric aspect of social intelligence was advocated by Thorndike in 1920. He divided intelligence into three forms namely; abstract intelligence, mechanical intelligence and social intelligence. He refers abstract intelligence as the ability to understand and manage concepts and abstract ideas. For mechanical intelligence, he defined it as the ability to understand and manage concrete targets within personal environments. However, other researchers have viewed social intelligence as the ability to get along with others (Thorndike, 1920; Moss and Hunt, 1927).

In 1967, Guilford developed the behavioral intelligence model. Kihlstrom and Cantor (1989) contended that; Guilford postulated a system of at least 120 separate intellectual abilities, based on all possible combinations of five categories of operations which are cognition, memory, divergent production, convergent production, and evaluation. Cantor and Kihlstrom (2011) elucidated that Guilford and his colleagues were successful in devising measures for two different domains of social intelligence: (1) understanding the behavior of other people and; (2) coping with the behavior of other people.

Drawing from the above argument; entanglement still exists among authorities and researchers as to what really constitute intelligence (Eketu and Edeh, 2015). This question was answered by the Harvard professor of our time in 1983. He proposed the theory of multiple intelligence which include abstract intelligence, practical intelligence, emotional intelligence, aesthetic intelligence, kinesthetic intelligence and social intelligence. Kihlstrom and Cantor (1989) elucidated that; social intelligence has proven difficult for psychometricians to operationalize. But Tsai and Wu, (2011) contended that social intelligence was reestablished by Daniel Goleman and Karl Albrecht. Albrecht (2006) argued that social intelligence can be characterize as a combination of a basic understanding of people - a kind of strategic social awareness - and a set of skills for interacting successfully with them.

Another challenge that social intelligence is faced with is related to its measurement. Moghaddam, et al (2013) in their recent work, argued that; due to lack of consensus among social scientists in the definition of social intelligence and the possibility of bias in reports high correlation between the different measures are not observed. For this reason Silvera, et al (2001) in Moghaddam, et al (2013) had prepared a new self-report

measure of social intelligence which they termed Tromso Social Intelligence Scale (TSIS) to overcome these limitations. Tromso Social Intelligence Scale is a self-report instrument that consists of 21 items to measure its dimensions i.e. 7-items for social information processing, 7-items for social awareness; 7-items for social skills. Silvera et al., (2001); Friberg et al., (2005); Gini, (2006) and Sudraba (2012) elucidated that social information processing is a social interaction within current cognitive processes: the awareness and acceptance of social situations, the defining and setting of targets, the searching of feedback or social solutions, the taking of optimal decisions, the implementation of chosen action, while at the same time observing its effectiveness. This definition may be confusing for some people. Social information processing is simply that ability for someone to generate accurate information at the time it is needed and observing the effect of that information on the spot. Borrowing from the computer processing unit; computer accept data; process the data and the output becomes the information needed to solve problems. On the other hand the human being is a social being; he accepts ideas with his imaginations; he then interprets such ideas for someone to understand and he pays a closer attention to see if such ideas being generated will solve a problem. If it does, then it becomes information that will be sourced each time such problems occurs. For social awareness, Silvera et al., (2001); Friberg et al., (2005); Gini, (2006) and Sudraba (2012) argued that social awareness is the ability to listen to others, understand fully what was not said or partially expressed thoughts and feelings; the ability of the individual to be part of a group or a team; the ability to take decisions; to recognize culture and value aspects and how these aspects influence an individual's actions and behavior; a desire to help others in order to satisfy his or her needs as well as to comprehend other people's needs before they are defined. The social aspect of understanding the behavior of others both voluntary and involuntary is termed social awareness.

The evidence of empirical studies on social intelligence had been highlighted (Tsai & Wu, 2011; Malikeh and Fateme, 2012; Soleiman et al; 2012; Moghaddam, et al, 2013; Eshghi et al, 2013; Rasuli et al, 2013; Eketu and Edeh, 2015; Edeh and Anyanwu 2015). Most of the empirical studies above were carried out in the Western world excluding the works of Eketu & Edeh (2015) which was done in Port Harcourt, Nigeria.

The Concept of Worker's Extra-Role Behaviour

The practical importance of the OCB is that it can enhance the effectiveness and the operation efficiency of the organization by the transformation of organizational resources, the reform of resources, and the adaptability (Zhu, 2013). Dyne and Lepine (1998); Somech and Zahavy, (1999) viewed extra-role behaviour as behaviors that attempt to benefit the organization and go beyond existing requirements of the job description, that are discretionary and for the benefit of organization, that are not directly or clearly recognized by a formal reward system, that don't require any punishment if not performed, and that are positively directed towards individual, group or organization in order to achieve the organization's goals and objectives. Workers' extra-role behavior was originally propounded by Bateman and Organ, (1983). This particular behavior was termed organisational citizenship behavior (OCB). Salavati et al (2011) in their work observed that several researchers have developed some other concepts that are related to organisational citizenship behaviour which include extra-role behavior (Van Dyne et al. 1995), civic citizenship (Van Dyne et al. 1994), prosocial behavior (Brief and Motowidlo, 1986), organizational spontaneity (George and Brief, 1992), and contextual performance (Motowidlo et al. 1997).

Several researchers have adopted Organ's (1988) OCB typology (Podsakoff et al., 1990; Bove et al., 2009). Organ (1988) highlighted five dimensions of OCB which are altruism: helping co-coworkers), conscientiousness: performing an extra-role in one's job), courtesy (showing kindness to co-workers), sportsmanship (ability of not complaining in the workplace) and civic virtue (sticking to company policies and procedures). However, Graham (1989) in his submission argued that organisational citizenship behavior can be categorized into three dimensions. These include organizational obedience, organizational loyalty and organizational participation. Podsakoff and colleagues enlisted seven perspectives of organisational citizenship behavior as helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic value, self-development (Podsakoff et al. 2000). Empirical evidences with regards to workers-extra role behavior have been reviewed (Somech and Drach-Zahavy, 2000; Arif and Kamariah 2008; Zhu, 2013; Alparslan and Can, 2015). This study is limited to self development, individual initiative and enterprise compliance.

Self development: This refers to the improvement or upgrade of workers' knowledge, intellect, skills, and abilities, capabilities to enable them meet up with their counterparts in other world. This can be done through attending seminars, workshops, conferences, public lectures and other personal training programmes.

Individual initiative: This refers to an employees' will to be bring out something new (creativity and innovation) in his/her job. It also comprises the extra effort exerted by a worker to complete another job not originally allocated to him/her.

Enterprise compliance: This refers to volition of a worker to accept company's rules, procedures, regulations and policies without been monitored or supervised.

Research Hypotheses

1. There is no significant relationship between social intelligence and self development
2. There is no significant relationship between social intelligence and individual initiative
3. There is no significant relationship between social intelligence and enterprise compliance

II. Research Methodology

The study adopted a cross-sectional survey research design. This method was chosen because it is basically dependent on questionnaires and interview as a method of data collection. The target population for this study consists of all hotels registered with Rivers State Ministry of Transport. A total of 10 registered independent road transport operators were selected from a population of 320 workers using Krejcie and Morgan (1970) sample size determination table. The reliability of the instruments was tested using the cronbach alpha test. The instrument was measured on a 5-point likert scale ranging from 5=*Great extent*; 4=*Moderate extent*; 3=*Considerate extent*; 2=*Slightly extent*; 1=*Not at all*. A sample of social intelligence question: *To what extent can you predict your co-workers' behavior?* Sample of workers' extra-role behavior: *To what extent do you comply with your company policies?* However, the researchers adopted spearman's rank order correlation coefficient to test the hypotheses in order to affirm the relationships between social intelligence and workers' extra-role behavior.

Figure 2: Bar chart showing the gender of the respondents

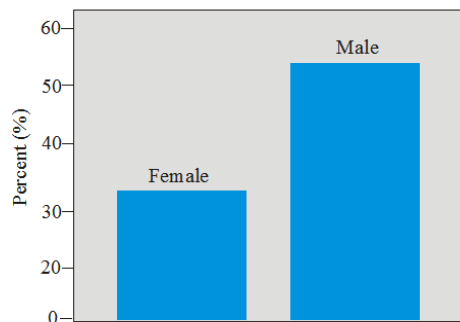
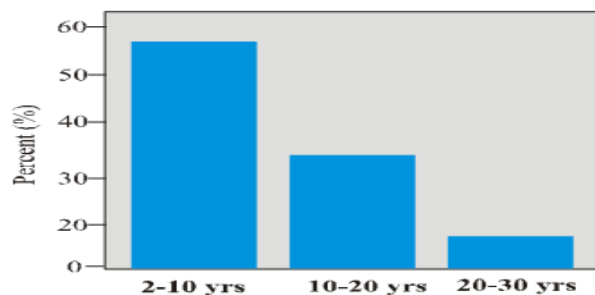


Figure 2 above shows the gender distribution of the respondents. 33% of the respondents were females while 53% of the respondents were males respectively. This means that the male employees were more in the independent road transport industry in Port Harcourt.

Figure 3: Bar chart showing the length of service of the respondents



The figure above shows the length of service of the respondents. 57% of the respondents have served in their respective capacity between 2-10 years. 35% of the respondents have served the firm between 10-20 years while 18% of the respondents have served the organization between 20-30 years respectively.

Table 1: Mean score evaluation of social intelligence

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Social Intelligence	175	4.00	5.00	4.3257	.46999

Source: Research survey (2015)

In table 1 above, the aggregated mean score of social intelligence is presented. The aggregated mean score for social intelligence is 4.3257 with standard deviation of .46999. This means that; social intelligence has strong influence on the extra-role behavior of independent road transport workers in Port Harcourt.

Table 2: Mean score evaluation on the components of workers' extra-role behaviour

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Self development	175	4.00	5.00	4.4229	.49543
Individual Initiative	175	4.00	5.00	4.4571	.49959
Enterprise compliance	175	4.00	5.00	4.5771	.49543

Source: Research survey (2015)

Table 2 above shows the aggregated mean score of the measures of extra-role behaviour. The aggregated mean score for self development is 4.4229, individual initiative has 4.4571 and enterprise compliance has 4.5771. Comparatively, enterprise compliance has the highest mean score followed by individual initiative and; finally self development has a mean score of 4.4229. This means that; enterprise compliance constitutes the motive behind extra-role behavior of workers in the road transport industry in Port Harcourt.

Table 3: Test of Hypotheses between social intelligence and workers' extra-role behaviour

Independent variable			Self Devt.	Individ. Initiative	Ent. Compliance
Spearman's rho	Social intelligence	Correlation Coefficient	.762**	.805**	.828**
		Sig. (2-tailed)	.261	.320	.425
		N	175	175	175

Table 3 above shows the test of hypotheses on social intelligence and workers' extra-role behavior using Spearman Rank Order Correlation Coefficient (rho) with SPSS version 20.0. The three null hypotheses were rejected going by Guilford (1956), Kerlinger and Lee (2000); and Irving (2005) guideline, adopted in Asawo (2009); Ahiauzu and Asawo (2010), and Eketu (2015) for the acceptance or rejected of null hypotheses, that: (a) r value of $<.20$ is the benchmark for accepting a null hypothesis and (b) r value of $\geq .20$ is the benchmark for rejecting a null hypothesis. Also, in providing a consistent means as criteria for interpreting statistical correlations, the Guilford (1956) scale given in Irving (2005) has the following: a) $<.20$ = slight correlation, almost negligible; b) $.20$ to $.40$ = low correlation, definite but small relationship; c) $.40$ to $.70$ = moderate correlation, substantial relationship; d) $.70$ to $.90$ = high correlation, marked relationship; e) $>.90$ = very high correlation, very dependable relationship.

III. Analysis, Results and Discussion of findings

Based on the hypotheses tested, the results are discussed within the context of existing literature of social intelligence and extra-role behavior. There is a significant relationship between social intelligence and self development ($r = .261$). Hypothesis one was rejected going by Guilford (1956), Kerlinger and Lee (2000); and Irving (2005) guideline, adopted in Asawo (2009); Ahiauzu & Asawo (2010), and Eketu (2015) for the acceptance or rejected of null hypotheses, that: (a) r value of $<.20$ is the benchmark for accepting a null hypothesis and (b) r value of $\geq .20$ is the benchmark for rejecting a null hypothesis. There is a significant relationship between social intelligence and individual initiative ($r = .330$). Hypothesis two was rejected going by Guilford (1956), Kerlinger and Lee (2000); and Irving (2005) guideline, adopted in Asawo (2009); Ahiauzu and Asawo (2010), and Eketu (2015) for the acceptance or rejected of null hypotheses, that: (a) r value of $<.20$ is the benchmark for accepting a null hypothesis and (b) r value of $\geq .20$ is the benchmark for rejecting a null hypothesis. There is a significant relationship between social intelligence and enterprise compliance ($r = .425$). Hypothesis three was rejected going by Guilford (1956), Kerlinger and Lee (2000); and Irving (2005) guideline,

adopted in Asawo (2009); Ahiauzu and Asawo (2010), and Eketu (2015) for the acceptance or rejected of null hypotheses, that: (a) r value of $<.20$ is the benchmark for accepting a null hypothesis and (b) r value of $\geq .20$ is the benchmark for rejecting a null hypothesis. The study found a positive significant relationship between social intelligence and workers' extra-role behavior of independent road transport companies in Port Harcourt, Nigeria.

IV. Conclusion and Recommendations

Based on the findings, the study concluded that social intelligence if well applied by managers will enhance the extra-role behavior of workers in the road transport industry and other business organisations. Based on the conclusions, the study recommended that the study recommended that managers and supervisors in the road transport industry should improve their social intelligence skills to promote and encourage workers' extra-role behaviour.

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