

## **Examine the Relationship between Emotional Intelligence and Organizational Citizenship Behavior (Case study: social security treatment management of Karaj and related units)**

Department of Management, Firoozkooh Branch , Islamic Azad University, Firoozkooh ,  
Iran.

Author: :Saideh Sadat Jafari

Guide Master And Responsible Author: Phd Ali Mehdizadeh Ashrafi

### ***Abstract:***

*This study has conducted to investigate the relationship between emotional intelligence and organizational citizenship behavior in which the concept of emotional intelligence includes five dimensions of self-awareness, self-control, motivation, empathy and social skills were assessed by questionnaire. The questionnaires distributed between 268 samples of population which were managers, assistants and personnel of social security treatment management of Karaj and related units. The research is descriptive and correlational. The correlation coefficient test, regression test, etc. were used to analyze the data by SPSS software. The results showed that there is a significant and strong correlation between emotional intelligence and organizational citizenship behavior, and we can conclude that these two variables have a direct impact on each other. The results also show a significant positive correlation between all dimensions of emotional intelligence (self-awareness, self-control, motivation, empathy and social skills) with the Organizational Citizenship Behavior (OCB). The results show that between the dimensions of emotional intelligence, the motivation is most closely related with OCB. In other words, organization can improve staff citizenship behavior with special attention to the emotional intelligence and its dimensions and measures. The results of regression test show that the four dimensions of emotional intelligence (self-awareness, self-control, motivation and social skills) have a significant positive impact on organizational citizenship behavior, and only the (empathy) are not effective on organizational citizenship behavior.*

*Keywords: Emotional intelligence, organizational behavior, organizational citizenship Behavior*

### ***Introduction:***

In present age, the organizations confront growingly with dynamic and changing environments and so, they have to adapt themselves with environmental changes for their dynamism and survival (Brown, 2004: 25-36). Actually, the organizations are considered efficient which in addition to coordinate with the society developments, can find the way of changes and developments in the future, be able to lead the changes to make desired developments for making a better future, the issues like innovation and needing to adapt to time conditions and day necessities root in our Islamic jurisprudence, too. It has been narrated especially in our religious Sayings whoever spends two days similarly, is considered deceived, Christopher Knight has also said that the organizations can't escape from the change as the ocean water particles can't escape from the waves. Considering the feelings and emotions and their proper usage in human relationships, understanding theirs and others emotions and managing them properly and also making empathy with others and using

emotions positively in cognition and thinking are issues which they've been considered as emotional intelligence during last decade.

### ***Research literature***

In today's competitive world, one of the important tools for the development and survival of the organization and achieve the desired objectives is the human element. Man's role in the organization and the kind of view to him play a vital role in the success or failure of the Organization. By beginning of the third millennium, the role of human resources highlighted day to day and now it's known as the only factor of success and sustainable competitive advantage for organizations. Today, the empowered, committed, motivated and loyal employees are the most important source of competitive advantage in organizations, but unfortunately their potential talents are often not used in organizations. Today's organizations, under the influence of sudden changes and years of experience have concluded that if they want to be pioneer in the field of competition, they should have an empowered, creative, and motivated workforce (Armandie, 2014). One of the skills that can help employees to respond global challenges is "organizational citizenship behavior". This category refers to individual behaviors which arisen from individual's discretion and in addition to increase efficiency and effectiveness of organization's performance, are not encouraged by the formal reward system directly and explicitly (Oregon, 1988; Burns & Carpenter, 2008). The OCB is the movement beyond the minimum expected performance (Burns & Carpenter, 2008; Moran, 2003). Almost four decades ago, Ketz (1964) noted the importance of a set of voluntary and spontaneous behaviors that go beyond the clear requirements and needs of roles; but contribute to organizational effectiveness. Smit (1983).defined such behaviors as individual behavior that are optional and have not recognized by the formal system of organization directly or explicitly but they overall upgrade organizational effectiveness.

Almost the same time, the researchers found that in addition to the performance of interfunctional, the performance of transfunctional of individuals in organizations can be effective in improving the performance and effectiveness of the organization and in this regard, researchers distinguish between the performance of interfunctional and transfunctional (Lihfarh, 2004).There are several factors that can cause organizational citizenship behavior, including trust, organizational climate, organizational justice, organizational commitment, etc. Understanding the effective and related factors with organizational citizenship behavior is of great importance; because by knowing the relationship between these factors and organizational citizenship behavior and by changing and manipulating them we can proceed in order to improve organizational citizenship behavior and organization's growth and productivity (Asadpour, 2007). One of the most important factors of success in organizational citizenship behavior can be high emotional intelligence of employees.

So managers in today's organizations cannot be indifferent to this position, because emotional intelligence is a challenge in management and due to this fact the emotional intelligence is associated with business methods. In such circumstances, the concept of emotional intelligence of staff becomes important and introduces in organization's studies. Emotional intelligence is the ability of adaptable use of emotions (Salovey, 2002; Sally, 2005), that helps the effectiveness of the organization by impact on areas such as employment, preserving and maintaining staff, development and upgrading of talented people, teamwork, health, morale and commitment of staff, Innovation, productivity, efficiency and sales, service quality, loyalty of customers and employees (Cherniss, 2001), business performance, employees' job satisfaction, customer satisfaction (Steve, 2004; Sally, 2005), Leadership ability (Malcolm, 2003) and management performance (Steve, 2004).

According to the high value and importance of staff emotional intelligence in relation with organizational citizenship behavior, in this study we attempt to investigate the relationship between staff emotional intelligence and organizational citizenship behavior. And also to determine which of the five dimensions of emotional intelligence including (self-awareness, self-control, motivation, empathy and social skills) has a significant relationship with OCB? So far, studies have been done in the field of emotional intelligence, yet sadly any comprehensive study has been done on examining the relationship between emotional intelligence and organizational citizenship behavior. So to address this gap, the present study attempts to examine the relationship between emotional intelligence and organizational citizenship behavior of employees. The research questions can be summarized as follows

***The main question***

Is there a significant relationship between emotional intelligence of staff and organizational citizenship behavior?

***Sub-questions***

Is there a significant relationship between self-awareness of staff and organizational citizenship behavior?

Is there a significant relationship between self-control of staff and organizational citizenship behavior?

Is there a significant relationship between motivation of staff and organizational citizenship behavior?

Is there a significant relationship between empathy of staff and organizational citizenship behavior?

Is there a significant relationship between social skills of staff and organizational citizenship behavior?

To review and answer the above questions the conceptual model in Figure 1 will be used. In this model, self-awareness, self-control, motivation, empathy and social skills are mentioned as components of emotional intelligence. Emotional intelligence dimensions

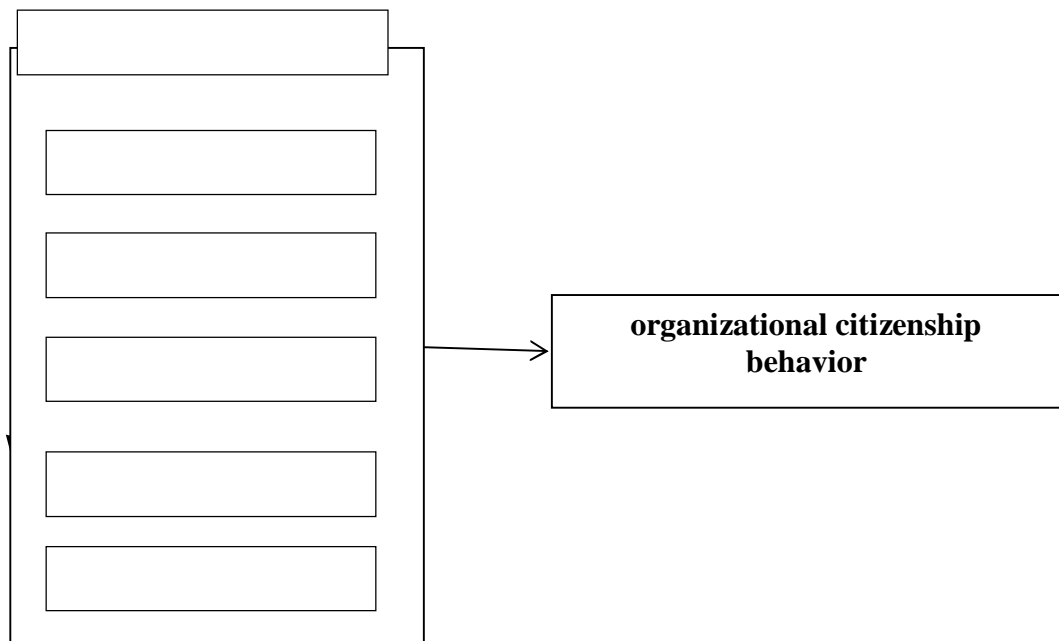


Figure 1. Conceptual model of the research (the relationship between emotional intelligence and organizational citizenship behavior).

### ***Research literature Emotional intelligence***

Emotions influence on all aspects of people's everyday life. On the one hand, emotions can lead to job moral much higher than the other partners, and on the other hand, emotions can be destructive. Emotions that are managed well lead to trust, commitment and also increasing of productivity, innovation and higher individual, group and organizational achievements (Goleman, 2007). The concept of emotional intelligence opens a new window in psychology science. From 1970, extensive researches began in this field until the word of emotional intelligence is even brought in the Oxford dictionary as a new term. The emotional intelligence term at first appeared in a series of academic articles of John Mayer and Peter Salovey (1990-1993). Then Daniel Goleman (1995) published a book, "Emotional Intelligence: Why emotional intelligence is more important than general intelligence" and became the best-selling book of year. So the emotional intelligence became a widespread term in the public and scientific community. Recent studies try to investigate the importance of emotional intelligence and its impact on factors such as the effectiveness of organization (Barling, 2000). Several definitions of emotional intelligence have been proposed, but the definition of Mayer and Salovey (1999) is considerable in this study. It means the emotional intelligence involves the ability to perceive emotions in one and others, communicating with others and the ability to adapt with environment and diverse demands.

Investigating the conducted studies in the field of emotional intelligence (Victor, (1999), David (2005), Afzalor (2003), Malcolm (2003)) shows that emotional intelligence has five dimensions: self-awareness, self-control, motivation, empathy and social skills, which are defined below:

- Self-awareness: The ability to identify and understand the moods, emotions (Malcolm, 2003) and impose so that influence on others (Goleman, 2007). Self-awareness means having a deep understanding of emotions, forces, weaknesses, needs and motivations of oneself (Doaei et al., 2010).
- Self-control: The power to regulate emotions of oneself, the ability that depends on the self-awareness. This skill depends on the person's capacity to soothe himself, to distance anxiety, depression or usual boredom or failure consequences (Doaei et al., 2010).
- Empathy: the ability to put themselves in the place of others, to identify what they are feeling without they say anything (Weisinger, 1998). Empathy involves understanding and improving others, service orientation and political awareness (Doaei et al., 2010).
- Social skills: in management, relationships and building a network for obtaining results and goals, and the ability to find common fields and agree with others are called social skills (Armstrong, 2001). Social skills are social competencies that are effective in dealing with others and include the influence, communications, cooperation and coordination, teamwork skills, conflict management and leadership (Doaei et al., 2010).

Motivation: From the perspective of emotional intelligence, motivation is an attitude that makes individuals resistant in face with commitment (Doaei et al., 1389), difficult events, the fall in the vortex of apathy, hopelessness and depression (Goleman, 2010). So according to the above definitions it can be summarized that Emotional intelligence is the ability to perceive and express emotions, combining emotion with wisdom, understanding and reasoning by emotions, and regulating and orientating emotions of oneself and others, Therefore, it can be stated that emotional intelligence includes competencies and capabilities which lead to the perception, understanding and regulating emotional intelligence in oneself and other.

### ***Organizational citizenship behaviors***

Although, first time the word of OCB was used by Organ et al in 1983, but before him people like Katz and Kahn by distinguishing between the performance of role and innovative and spontaneous behaviors in the seventies and eighties AD, and before them Chester Barnard by

expressing the concept of desire to cooperation in 1938, consider this issue (Bienstock et al., 2002). Organ (1988) defined OCB as behaviors under the authority of the individual and states that these behaviors are not considering explicitly and directly by the formal bonus system but enhance the effectiveness of the organization's functions. The word of optional indicates that these behaviors are not including the expected behaviors in requirements of role or job description. And have not been in staffing commitment and are quite optional and there is no punishment because of underdoing in it. These behaviors by maintaining and strengthening the social and psychological context cause to do some actions which are beneficial and helpful for the organization And don't do because of the requests and job demand (Organ, 1988). The above definition focuses on three key features of citizenship behavior:

- Behavior must be voluntary (not specified task)
- The benefits of this behavior have organizational aspect
- OCB has a multidimensional nature.

Bolino and Turnley (2003), believe that citizenship behaviors totally have two general components: first, are not directly reinforced (for example, it is not required to be technically as a part of the job) and second, they are due to the special and extraordinary efforts that organizations to achieve success, expect the employees (Bolino&Turnley, 2003). There is no consensus among researchers about the dimensions of OCB. In this field, aspects such as helping behaviors, magnanimity, amnesty, organizational loyalty, obeying commands, individual innovation, conscience, personal development, polite and respect, civil behavior and altruism are referred in various researches. Podsakoff (2000) has done a detailed classification of such behaviors that classified the OCB into seven categories:

- Helping behaviors
- Magnanimity
- Individual Innovation
- Civic Virtue
- Organizational Commitment
- Self-satisfaction

Personal development (Podsakoff, 2000). Maybe, it can be said that the most prestigious division of the OCB dimensions and components provided by Oregon that uses in various researches. These dimensions are:

- Social Etiquette: requires support for administrative operations of the organization.
- Altruism: Helping colleagues and staff to carry out assigned tasks in a manner beyond expectations.
- Work conscience: doing assigned tasks in a manner beyond expectations
- Magnanimity: emphasize the positive aspects of the organization rather than its negative aspects
- Civility: consult with others before doing an activity, give the information before an activity, and exchange the information.

### ***Methodology***

The research method based on objective is applied and based on the descriptive method is correlational. The data was collected by using a five options Likert scale questionnaire by the sample (survey) and to test the hypotheses the correlation coefficient test, the regression test, etc. were used and data analysis was performed by SPSS software. The population assistants and personnel of social security treatment management of Karaj and related units. The simple random sampling was used to select samples and questionnaires randomly distributed among

the assistants and personnel of social security treatment management of Karaj and related units. Given the size of the population is equal to 268, the Cochran formula is used to select the sample size So the number of samples in this study is equivalent to 268 people. For collecting the information about the literature of research the library study and taking notes were used. Questionnaire was used to collect field data. The questionnaire included two parts, a questionnaire on emotional intelligence and a questionnaire on organizational citizenship behavior and was in the form of five options Likert scale. The Emotional Intelligence Questionnaire developed and applied by famous authors Victor, (1999), David (2005), Afzalor (2003), Malcolm (2003). In this study to measure emotional intelligence and its dimensions this questionnaire was used. The OCB questionnaire developed and applied by famous researchers Organ et al (1998) and also Podsakoff et al (1990). In the present study to measure organizational citizenship behavior and its dimensions the questionnaire was used. So the questionnaire validity was appropriate or in other words it was valid. A questionnaire is reliable IfCronbach's alpha value be greater than 0/7. And the closer this value to 1, the higher the reliability of the questionnaire. Table 1 shows the Cronbach's alpha for the questionnaire of emotional intelligence and its dimensions and questionnaire of organizational citizenship behavior:

Table 1. The results of calculation of reliability.

	Component	The Cronbach's alpha value	N
Emotional intelligence	Self-awareness	0.68	5
	Self-control	0.83	5
	Motivation	0.81	5
	Empathy	0.71	5
	Social skills	0.86	5
Dependent variable	Organizational citizenship behavior	0.93	24
Whole questionnaire		0.95	49

The method of data analysis

### ***Analysis of the research questions***

In order to analyze and respond to questions the Pearson correlation test was used. The results of this test are shown in Table 2:

Table 2. Results of Pearson correlation test.

The dimensions of emotional intelligence	Sig.	Correlation coefficient
Self-awareness	0.005	0.610
Self-control	0.001	0.639
Empathy	0.003	0.368
Motivation	0.001	0.680
Social skills	0.002	0.518
total emotional intelligence	0.001	0.714

According to the correlation coefficient and significant number in the table, it is seen that, there is a significant relationship between Self-awareness of employees and organizational citizenship behavior. And since the value of this correlation is positive, we conclude that there is a direct relationship between self-awareness of staff and organizational citizenship behavior. And there is a significant relationship between self-control of employees and organizational citizenship behavior. And since the value of this correlation is positive, we conclude that there is a direct relationship between self-control of employees and

organizational citizenship behavior. There is a significant relationship between motivation of employees and organizational citizenship behavior. And since the value of this correlation is positive, we conclude that there is a direct relationship between the two variables. Also there is a significant relationship between empathy of staff and organizational citizenship behavior. And since the value of this correlation is positive, we conclude that there is a direct relationship between empathy of employees and organizational citizenship behavior.

And finally, we accept that there is a significant relationship between social skills of employees and organizational citizenship behavior. And since the value of this correlation is positive, we conclude that there is a direct relationship between these two dimensions. Totally, the results of the Pearson correlation test between emotional intelligence and organizational citizenship behavior indicates that First, because the P-value of this test is less than 0.05 so the null hypothesis is rejected, and it is accepted that there is a significant relationship between emotional intelligence of staff and organizational citizenship behavior. The value of this correlation is equal to 0.714; and since the value of this correlation is positive, we conclude that there is a direct relationship between emotional intelligence of employees and organizational citizenship behavior. So by increasing the level of emotional intelligence and its dimensions in employees, it can be strengthened the citizenship behavior in employees.

Multiple-regression test to compare the impact of emotional intelligence dimensions on organizational citizenship behavior

The entered variable into the regression equation is the core of the regression analysis that shows in Table 3:

Table 3. The significance of the regression coefficients.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.693	.517		1.341	.112
1 Self-control	.592	.114	.559	5.193	.001
Self-awareness	.533	.061	.542	8.738	.001
Motivation	.611	.099	.567	6.171	.001
Empathy	.206	.086	.208	1.201	.115
Social skills	.443	.073	.464	6.069	.001

a. Dependent Variable: citizenship behavior

As shown in Table 3, according to the constant significance level of Empathy is more than 0.05 thus it is not entered to the regression equation. So the regression equation can be computed by using Unstandardized Coefficients column as follows:  $OCB = 0.611$  (Motivation) +  $0.592$  (self-control) +  $0.533$  (self-awareness) +  $0.443$  (social skills). So to judge about the contribution of each variable on OCB, we attend the column of standardized coefficients because in the part of unstandardized beta coefficients, units of measurement of variables are different and to compare the effect of variables, the standardized beta coefficients are used. It is observed that among the four significant variables, the motivation with standardized coefficient of 0.567 has maximum impact. Then self-control variable with standardized coefficient of 0.559 is the second priority and then self-awareness variable with standardized coefficient of 0.542 is the third priority and social skills variable with standardized coefficient of 0.464 is the fourth priority.

### **Conclusion**

Given the importance of emotional intelligence and organizational citizenship behavior, this study was conducted aimed to investigate the relationship between emotional intelligence and organizational citizenship behavior, and the results showed that there is a significant and

strong correlation between emotional intelligence and organizational citizenship behavior, and it can be concluded that these two variables have a direct impact on each other.

The results also show a significant positive correlation between all dimensions of emotional intelligence (self-awareness, self-control, motivation, empathy and social skills) with the OCB. The results show among the dimensions of emotional intelligence, the motivation is most closely connected with OCB. In other words, the company can improve citizenship behavior of employees by special attention to the dimensions and measures of emotional intelligence. Regression test results show that the four dimensions of emotional intelligence (self-awareness, self-control, motivation and social skills) have a significant positive impact on organizational citizenship behavior, and only (empathy) is not effective on organizational citizenship behavior.

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