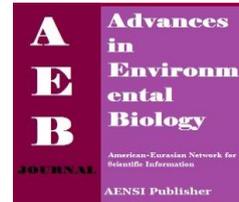




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# The relationship between Emotional Intelligence and Organizational Citizenship Behavior

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### ABSTRACT

**Objective:** The aim of the current research was to investigate the impact of the elements of the emotional intelligence on the organizational citizenship behavior in Pegah companies in Iran. **Method:** The study used the original questionnaires developed by Organ (1980) for organizational citizenship behavior and the scale of emotional intelligence developed by Bradberry and Graves. Data analyzed using SPSS by calculating correlation coefficients between the variables. **Results:** Results showed that there is a significant relationship between emotional intelligence and organizational citizenship behavior in Pegah Company. Also results indicated that there are significant and positive relationship between the components of the emotional intelligence (self-awareness, self-regulation, social skill, empathy and motivation) and organizational citizenship behavior.

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## INTRODUCTION

In today's competitive world, organizations are competitively trying to raise their performances using new methods and technologies. Regardless of the raise in the use of information technology, still there are many differences in performances of the organizations. Now, there is a belief that says performance of the organizations is to the great extent dependent to the attempts and activities of the employees more upper than their regular tasks. Organizations need to employ staff who are more performing in their regular tasks and even perform better than what are they thought to be.

The distinguished organizational performance never cannot be attained except of having employees who are more enthusiastic to their work and devote their time and energy to the organization and its missions. The concept of organizational citizenship behavior has created a revolution in the area of organizational behavior and has caused the employees to be more flexible and committed to the organizational strategies, missions, goals and performance.

The first conceptualizations of the term began by Organ to further elaborate and explore organizational citizenship behavior. Organ [10] defines OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (p. 4). Organ's definition of OCB includes three critical aspects that are central to this construct. First, OCBs are thought of as discretionary behaviors, which are not part of the job description, and are performed by the employee as a result of personal choice. Second, OCBs go above and beyond that which is an enforceable requirement of the job description. Finally, OCBs contribute positively to overall organizational effectiveness.

#### Antecedents:

Early research regarding the antecedents of OCB focused on employee attitudes, dispositions, and leader supportiveness. More recently, many different variables have been examined in the effort to determine the antecedents of OCB. Commonly studied antecedents of OCB are job satisfaction, perceptions of organizational justice, organizational commitment, personality characteristics, task characteristics, and leadership behavior. These antecedents have been analyzed at both the overall and individual OCB levels.

One of the most intuitive antecedents of OCB is job satisfaction. Organ and Ryan [13] conducted a meta-analysis of 28 studies and found a modest relationship between job satisfaction and OCB. This relationship was

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stronger than the relationship between job satisfaction and in-role performance. Other attitudinal measures, perceived fairness, organizational commitment, and leader supportiveness are found to correlate with OCB at about the same rate as satisfaction [13].

In terms of personality characteristics, conscientiousness, agreeableness, and positive and negative affectivity garner the most support as antecedents of OCB [14]. Conscientiousness, in particular, has been found to have a strong relationship with the general compliance component of OCB [12]. However, it has also been reported that personality measures are weaker predictors of OCB when compared to attitudinal predictors [13].

Task characteristics such as feedback, routinization, and intrinsic satisfaction are found to be significantly related to altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. Positive relationships were found between both task feedback and intrinsic satisfaction and OCB, while a negative relationship was found between task routinization and OCB. Even though task characteristics have been found to predict OCB, some debate exists as to whether this is a direct effect or a relationship mediated by job satisfaction.

Leadership behaviors have also been found to be an important predictor of OCB. These behaviors fall into four categories: transformational leadership behavior, transactional leadership behavior, behaviors having to do with the path-goal theory of leadership, and behaviors having to do with the leader-member exchange theory. Transformational leadership behaviors, including articulating a vision, providing an appropriate model, fostering the acceptance of group goals, high performance expectations, and intellectual stimulation, have significant positive relationships with Organ's dimensions of OCB. Two types of behaviors representative of transactional leadership style, contingent reward behavior and non-contingent punishment behavior, have significant relationships with Organ's dimensions of OCB. Additionally, both the supportive leadership and leader role clarification aspects of the path-goal theory of leadership are positively related to OCB. Podsakoff *et al.* [16] found that leader-member exchange was positively related to altruism and an overall composite measure of OCB.

#### *Consequences:*

During the early 1990s, scholars gained real momentum in the area of OCB with regard to empirical research. Empirical research regarding the consequences of OCBs has focused on two main areas: organizational performance and success and managerial evaluations of performance and reward allocation.

#### *Organizational performance and success:*

Multiple studies and meta-analyses have been conducted to look at the relationship between OCBs and organizational performance and success. Podsakoff and MacKenzie looked at an insurance agency and found that the OCBs civic virtue and sportsmanship were both significantly related to indices of sales performance. Podsakoff, Ahearne, and MacKenzie examined paper mill workers and found that helping behavior was significantly related to product quality. MacKenzie, Podsakoff, and Ahearne found that civic virtue and helping behavior were significantly related to the percent of team quota sales. Walz and Niehoff examined 30 different restaurants and found that helping behavior was significantly related to operating efficiency, customer satisfaction, and quality of performance. Researchers found that helping behavior was also negatively correlated with wasted food. Koys used a combination of OCB dimensions to form a composite measure of OCB. Results from this study indicated that the composite measure of OCB was positively correlated with restaurant profits.

More recently, Podsakoff, Blume, Whiting, and Podsakoff [14] found that OCBs were positively related to unit-level performance and customer satisfaction. Nielsen, Hrivnak, and Shaw [9], in their meta-analytic review of the existing group literature, examined the relationship between OCBs and performance at the group level. These researchers found a positive and significant relationship between overall OCB and performance at the group level. In addition, Nielsen *et al.* [9] found that similar patterns of relationships existed for each dimension of OCB: civic virtue, sportsmanship, altruism, conscientiousness, and courtesy.

#### *Dimensions of Emotional Intelligence:*

The model introduced by Daniel Goleman<sup>[34]</sup> focuses on EI as a wide array of competencies and skills that drive leadership performance. Goleman's model outlines five main EI constructs (for more details see "What Makes A Leader" by Daniel Goleman, best of Harvard Business Review:

- Self-awareness – the ability to know one's emotions, strengths, weaknesses, drives, values and goals and recognize their impact on others while using gut feelings to guide decisions.
- Self-regulation – involves controlling or redirecting one's disruptive emotions and impulses and adapting to changing circumstances.
- Social skill – managing relationships to move people in the desired direction
- Empathy - considering other people's feelings especially when making decision
- Motivation - being driven to achieve for the sake of achievement.

Goleman includes a set of emotional competencies within each construct of EI. Emotional competencies are not innate talents, but rather learned capabilities that must be worked on and can be developed to achieve

outstanding performance. Goleman posits that individuals are born with a general emotional intelligence that determines their potential for learning emotional competencies.<sup>[35]</sup> Goleman's model of EI has been criticized in the research literature as mere "pop psychology" [19].

#### Research Hypotheses:

H1: There is a significant relationship between emotional intelligence and organizational citizenship behavior of Pegah company staff.

H2: There is a significant relationship between self-awareness and organizational citizenship behavior of Pegah company staff.

H3: There is a significant relationship between handling emotions and organizational citizenship behavior of Pegah company staff.

H4: There is a significant relationship between motivation and organizational citizenship behavior of Pegah company staff.

H5: There is a significant relationship between empathy and organizational citizenship behavior of Pegah company staff.

H6: There is a significant relationship social skills and organizational citizenship behavior of Pegah company staff.

## MATERIALS AND METHODS

The research is applied one and the research method is cross-correlation. The relationship among the variables is analyzed based on the research objective. The study population consisted of 145 teachers of high schools of region 6 in Shiraz. The data were accumulated through both emotional intelligence questionnaire and mental health questionnaire.

To detect the emotional intelligence and its variable, the Bradberry and Graves questionnaire were utilized.

For measuring organizational citizenship behavior, the scale of Organ was utilized.

The questionnaire validation was conducted through an expert survey of university faculty members. Each questionnaire includes validity and its reliability has been evaluated 0.76 for emotional intelligence and 0.79 for Organizational Citizenship Behavior Cronbach's alpha coefficient.

#### Statistic population:

The study population consisted of 412 employees of Pegah company, Iran.

#### Statistical analysis:

Spearman correlation test were utilized to analyze the data. The data was analyzed by SPSS software. The significant level also was determined 0.05.

#### Results:

*H1: There is a significant relationship between emotional intelligence and organizational citizenship behavior*

(There is not a significant relationship between emotional intelligence and organizational citizenship behavior)

$H_0: \rho \geq 0$

(there is a significant relationship between emotional intelligence and organizational citizenship behavior)  $H_1: \rho < 0$

The relationship between emotional intelligence and organizational citizenship behavior has been obtained through Spearman and Kendall's tau-b correlation tests. Because the  $-\rho$  value has been calculated in both tests less than 5% at significance level ( $\alpha=0.05$ ). Therefore at this level of error (5%), the assumption of  $H_0$  is rejected and this means that there is a significant relationship between emotional intelligence and organizational citizenship behavior, and it is positive. (Table 1)

**Table 1:** Correlation test statistics between emotional intelligence and organizational citizenship behavior.

Test Variable	Spearman	
	$r_s$	-p value
Emotional Intelligence		
OCB	0.016	0.089

*H2: There is a significant relationship between self-awareness and organizational citizenship behavior.*

Spearman and Kendall's tau-b correlation tests

(there is not a significant relationship between self-awareness and organizational citizenship behavior)  $H_0: \rho \geq 0$

(there is a significant relationship between self-awareness and organizational citizenship behavior)  $H_1: \rho < 0$

The relationship between self-awareness and organizational citizenship behavior has been obtained through Spearman and Kendall's tau-b correlation tests. Because the  $-\rho$  value has been calculated in both tests less than 5% at significance level ( $\alpha=0.05$ ). Therefore at this level of error (5%), the assumption of  $H_0$  is rejected and this

means that there is a significant relationship between self-awareness and organizational citizenship behavior and it is positive. (Table 2)

**Table 2:** Correlation test statistics between self-awareness and organizational citizenship behavior.

Test Variable	Spearman	
	$r_s$	-p value
Self-awareness		
OCB	-0.212	0.019

*H3: There is a significant relationship between handling emotions and organizational citizenship behavior.*

Spearman and Kendall's tau-b correlation tests

(there is not a significant relationship between handling emotions and organizational citizenship behavior)  $H_0: \rho \geq 0$

(there is a significant relationship between handling emotions and organizational citizenship behavior)  $H_1: \rho < 0$

The relationship between handling emotions and mental health has been obtained through Spearman and Kendall's tau-b correlation tests. Because the  $-\rho$  value has been calculated in both tests less than 5% at significance level ( $\alpha=0.05$ ). Therefore at this level of error (5%), the assumption of  $H_0$  is rejected and this means that there is a significant relationship between handling emotions and organizational citizenship behavior and it is positive. (Table 3)

**Table 3:** Correlation test statistics between handling emotions and organizational citizenship behavior.

Test Variable	Spearman	
	$r_s$	-p value
Handling emotions		
OCB	0.213	0.045

*H4: There is a significant relationship between motivation and organizational citizenship behavior.*

Spearman and Kendall's tau-b correlation tests

(there is not a significant relationship between motivation and organizational citizenship behavior)  $H_0: \rho \geq 0$

(there is a significant relationship between motivation and organizational citizenship behavior)  $H_1: \rho < 0$

The relationship between motivation and organizational citizenship behavior has been obtained through Spearman and Kendall's tau-b correlation tests. Because the  $-\rho$  value has been calculated in both tests less than 5% at significance level ( $\alpha=0.05$ ). Therefore at this level of error (5%), the assumption of  $H_1$  is rejected and this means that there is not a significant relationship between motivation and organizational citizenship behavior (Table 4).

**Table 4:** Correlation test statistics between motivation and organizational citizenship behavior.

Test Variable	Spearman	
	$r_s$	-p value
Motivation		
OCB	-0.214	0.0195

*H5: There is a significant relationship between empathy and organizational citizenship behavior.*

Spearman and Kendall's tau-b correlation tests

(There is not a significant relationship between empathy and organizational citizenship behavior)  $H_0: \rho \geq 0$

(There is a significant relationship between empathy and organizational citizenship behavior)  $H_1: \rho < 0$

The relationship between empathy and organizational citizenship behavior has been obtained through Spearman and Kendall's tau-b correlation tests. Since the  $-\rho$  value has been calculated in both tests less than 5% at significance level ( $\alpha=0.05$ ), therefore at this level of error (5%), the assumption of  $H_0$  is rejected and this means that there is a significant relationship between empathy and organizational citizenship behavior and it is positive. (Table 5)

**Table 5:** Correlation test statistics empathy and organizational citizenship behavior.

Test Variable	Spearman	
	$r_s$	-p value
Empathy		
OCB	0.089	0.014

*H6: There is a significant relationship social skills and organizational citizenship behavior.*

Spearman and Kendall's tau-b correlation tests

(there is not a significant relationship between social skills and organizational citizenship behavior)  $H_0: \rho \geq 0$

(there is a significant relationship between social skills and organizational citizenship behavior)  $H_1: \rho < 0$

The relationship between social skills and organizational citizenship behavior has been obtained through Spearman and Kendall's tau-b correlation tests. Since the  $-\rho$  value has been calculated in both tests less than 5%

at significance level ( $\alpha=0.05$ ), therefore at this level of error (5%), the assumption of  $H_0$  is rejected and this means that there is a significant relationship between social skills and organizational citizenship behavior and it is positive. (Table 6)

**Table 6:** Correlation test statistics between social skills and organizational citizenship behavior.

Test Variable	Spearman	
	$r_s$	-p value
Social skills		
OCB	0.111	0.026

#### Conclusions and recommendations:

The aim of the current study was to investigate the relationship between emotional intelligence and organizational citizenship behavior. As the results shows, there was a significant relationship between two variables and this indicates that if we need our staff in or company become more OCB oriented and if we need to enhance the organizational citizenship behavior and its impact on the organizational performance, it is better to have a special attention to the emotional intelligence and to give the hardworking positions and challenging tasks to the staff who have a greater emotional intelligence. The study results are in line with the results identified by Cote and Miners [3] and Carmelli [2] who found the significant relationships between emotional intelligence and organizational performance.

The results showed that there is a significant relationship between self-awareness and organizational citizenship behavior. This result may be due to the fact that the people who are aware of their abilities don't hesitate and don't take care of serving other peoples. This also may be due to the fact that the people who are more self-aware have less jealousy against other peoples and they can help other peoples more open mindedly. The results of the current study are in line with those of Bergami and Baggizi [1].

The research findings also indicated that there is a relationship between self-regulation and organizational citizenship behaviors. This means that people who are more self-regulated, they can arrange their daily activities to a good way to have efficient time also to help the other peoples. This finding also is in accordance with those results of Carmelli [2].

Other findings of the research show that the relation between social skills is positive and significant with OCB. This means that the people who have greater social skills better handle their social issues and they are better to better admit themselves to the working conditions and also know the individuals in social setting than regular people. This helps them to behave with more confidence in the society and also this helps them to better understand the other individuals and their need for help.

Empathy also found in this study to be related significantly to the OCB. This may be due to the fact that people who knows the engagements and business of the other individuals at the work, has a greater tendency toward helping them to better handle their working issues.

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