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# Studying the relationship between emotional intelligence and organizational citizenship behavior

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### ABSTRACT

The purpose of writing the current paper is to survey the relationship between managers' emotional intelligence with their employees' citizenship behavior in Saderat Bank in Alborz province. The research methodology was descriptive one in which 2 questionnaires for gathering data were applied. The results of Chi Square test show that there are positive and meaningful correlations between emotional intelligence and its dimensions with OCB. Also the impact of empathy and motivating oneself were more than other dimensions. After that the positive correlation between educational level and OCB in employees was proved. Finally applying Binomial test shows that all variables apart from social skills and OCB were placed in low levels.

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### Introduction

By quick growing of industries and technical technology, today managers pay more attention to human and psychological sides of organizations. Organizations' owners try to help their employees to do their jobs better and accurately by providing a proper condition physically and spiritually to achieve organizational final goal which is absolutely organizational productivity. One of the newest phenomena in this area is emotional intelligence. Goleman defined emotional intelligence broadly as a widespread concept which includes self awareness, self regulating, motivating oneself, empathy and social skills. It is very important to mention that employees' abilities to achieve their organizational goals has direct correlation with their ability of colleagues' stimulation. Today the case has been more important. Because the human issues, communications and relations between employees and customers have increased more than before (Miller, 1999).

Emotion is a powerful force which makes people more motivated. Emotions are always stimulated from internal motivation into external ones and influence human actions and responsibilities. Therefore the ability of identify and appropriate explanation may lead to consistency and gracious feelings (Greenwood, 2001).

Human abilities in personal and social issues are determined by emotional experiences and how to interface and adapt with events considerably. Generally emotional abilities forecast one's life behavior and outcomes. Researchers' latest studies show that there is fundamental relationship between feeling and thought in human social life. Emotions can influence on thinking process, its content, judgment and behavior. First of all Throndik (1920) explains that social abilities are parts of intelligence and emotional intelligence found global fame at 1995 by Daniel Goleman (Hashemi, 2006).

One of the most interests to the discussion is the difference between emotional intelligence and intelligence quotient (IQ) in possibility of training and its improvement all over one's life against IQ (Goleman, 1998).

Various researches show that almost %80 people success is related to their emotional intelligence (Bar On & Parker, 2000; Gardner, 1983). So it can be claimed people with high level of emotional intelligence have more chance compared the others (Hashemi, 2006).

Goleman (1995) explained two various methods of awareness: rational method and emotional one. He found that human spiritual life is caused by both of them (Goleman, 1995).

Organizational citizenship behavior includes all behaviors that managers do not expect and need them. So officially out breaking or no out breaking these behaviors do not cause to managers' encouragement or punishment.

Attending to high importance of emotions in organizations (Goleman, 1998) and the significant role of OCB in organizations (Zakiani, 2008), we are trying to survey the influence of managers' emotional intelligence on employees' OCB in Melli Bank bureaus of 5<sup>th</sup> zone. So the main question of the research can be explained as:

Is there any relationship between managers' emotional intelligence with employees' ocb?

### Literature review

#### Emotional intelligence

According to Goleman's definition, emotional intelligence in most levels points out the individual's ability to distinguish and adjust emotions in themselves and others. Emotional intelligence can be defined as the ability to perceive exactly, evaluation and expressing emotions, ability to access the feelings which facilitate reflection and the ability to recognize emotions and adjust them for intellectual development. Emotional intelligence is considered as a concept which coordinates between people and environment (Chiva & Algere, 2008).

People who have high levels of emotional intelligence are happier and more successful in their relations. Also the people who balance affects and intellect are aware of their emotions, have compassion and sympathy toward others and have high self-esteem. Low levels of emotional intelligence may cause

general dissatisfaction and its consequences would be feelings such as turnover, fear, disappointment, guiltiness, immorality, futility, depressed, instability, disinterested, discouragement, necessity and obligation, anger, dependence, sacrificed and defeat. On the other hand, the people who have high emotional intelligence are more satisfied of their life and it will appear as having high motivation, kindness, intimacy, getting the attentions, loyalty to commitment, being relaxed, awareness, balance, freedom, independence, satisfaction, being successful in relationship establishments and favorably (Fasihizadeh et al, 2012).

Focusing on human motivation and nurturing emotional intelligence are applied to improve efficiency and effectiveness which finally leads to productivity (Rahgozar et al, 2012).

### Organizational citizenship behavior

Almost since 15 years ago, researchers have discerned between intra role performance and extra role one (Hui et al, 1999). Extra role performance points some job behaviors more than official role which are optional and often do not consider in reward system at organizational level (Organ, 1988).

Although the subject of organizational citizenship behavior initially did not have a very substantial influence on the field, interest in it and related concepts, like extra role performance (Van Dyne et al, 1995), prosocial organizational behaviors (Brief & Motowidlo, 1986; George, 1990, 1991; George & Bettenhausen, 1990; O'Reilly & Chatman, 1986), organizational spontaneity (George & Brief, 1992; George & Jones, 1997), and contextual performance (Borman & Motowidlo, 1993, 1997; Borman et al, 1995; Motowidlo & Van Scotter, 1994), has enhanced during the some years before 3<sup>rd</sup> millennium.

Workers cooperation in organizations difficulties in citizenship factored. Any individual is a citizen. Citizen is an individual in relation to a government and leadership system which has civil – political rights and has some tasks against government and organizations. According to Jean explanation organizational citizenship workers causes work leaving decreasing and workers absence. Organizational citizenship behavior during recent years has mentioned as a driving effective factor to reach workers commitment and important researches have concerned on key factors knowing to rise these behaviors and common factors have known such as group norms, organizational structure and culture as area variables to develop the behaviors (Gholami et al, 2012).

The term "Organizational citizenship behavior" was introduced by Organ et al (1988) at the first time. OCB includes some behaviors which are not an enforceable need of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable. OCB is a beneficial behavior which is not formally rewarded and could not be improved by the organization in terms of formal role expectations or job requirements (Saeedi et al, 2012; a).

### Relationship between emotional intelligence and ocb

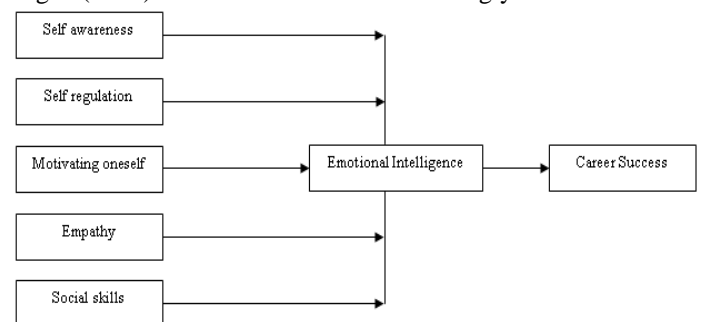
Managers and employees with high levels of emotional intelligence beget lots of advantage for the organization. Because emotional intelligence improves employees' partnership, productivity and their incomes. In a research on roles in work environment, it found that 40% of the people, who lack the motivation, are not able to cooperate with their colleagues (Rahgozar et al, 2012).

When employees found the managers' emotional skills, will be more motivated to do their task trustworthy, truly and honestly, have more job satisfaction, work conscientiously (Korkmaz & Armaci, 2009).

From the other side, managers' emotional intelligence will lead to altruism in employees. When managers try to create a workplace with a friendly and devotional atmosphere and define a comprehensive vision for organization, employees will do their best to make the organization achieve its goals and objectives (Korkmaz & Armaci, 2009).

### Conceptual framework of research and hypotheses

The model bellow shows the influence of emotional intelligence on organizational citizenship behavior. In the model, emotional intelligence and indices includes self awareness, self regulating, motivating oneself, empathy and social skills are independent variable and organizational citizenship behavior is considered as dependent variable. For surveying emotional intelligence and organizational intelligence, Goleman (1998) and Organ (1988) models were utilized accordingly.



### Conceptual Framework of research (Goleman, 1998; Organ, 1988)

1. There is positive and meaningful relationship between emotional intelligence and organizational citizenship behavior.
- 1.1. There is positive and meaningful relationship between self awareness and organizational citizenship behavior.
- 1.2. There is positive and meaningful relationship between self regulating and organizational citizenship behavior.
- 1.3. There is positive and meaningful relationship between motivating oneself and organizational citizenship behavior.
- 1.4. There is positive and meaningful relationship between empathy and organizational citizenship behavior.
- 1.5. There is positive and meaningful relationship between social skills and organizational citizenship behavior.

### Research methodology

The study is in a society involving 74 managers and 607 employees of Saderat Bank in Alborz province. As the number of employees seems to be so much, so the sampling strategy was done among them.

$$n = \frac{NZ^2 \frac{pq}{1-\frac{\alpha}{2}}}{(N-1)\epsilon^2 + Z^2 \frac{pq}{1-\frac{\alpha}{2}}} \Rightarrow \frac{607 \times (1.96)^2 \times (0.5)^2}{606 \times (0.05)^2 + (1.96)^2 (0.5)^2} \cong 236$$

Therefore the amount of society decreased into 236 people. Also the strategy was simple random.

For gathering data, liberty method and questionnaire were used. The questionnaire was developed in 2 parts: emotional intelligence with 33 questions and organizational citizenship behavior with 22 ones and were handed out to chairmen and employees. Distribution of each questionnaire is illustrated in table 1:

**Table 1: The variables dimensions and number of questions**

OCB dimensions	Number of questions	EI dimensions	Number of questions
Conscientiousness	1-5	Self awareness	1-8
Courtesy	6-8	Self regulating	9-15
Sportsmanship	9-12	Motivating	16-22
Altruism	13-18	oneself empathy	23-28
Civic virtue	19-22	Social skills	29-33

For assessing questionnaire validity we asked for experts' opinions and to confirm its reliability Cronbach's alpha method has been applied. The reliability results calculated which was above the reasonable threshold (0.7) (Nunnally & Bernstein, 1994).

#### Data analyzing

##### Kolmogorov-Smirnov test

This test was applied to survey normality of statistical society. The results are shown in tables 1:

**Table 2: The results of applying Kolmogorov-Smirnov test**

Variables	Statistics	Sig	Results
Emotional intelligence	2.793	0.024	Abnormal
Conflict management	3.1.946	0.011	Abnormal

Table 2 shows that the sig amount for both variables are less than standard error (0.05), so normality of statistical society was rejected. Therefore to survey hypotheses, some non parametric tests were utilized.

##### Chi Square test

First of all to survey the relationship between emotional intelligence and its indices with organizational citizenship behavior, Chi Square test was applied. The results are shown in table 3:

**Table 3: The results of applying Spearman test**

Relation	P-Value	Sig	Results
EI with OCB	6.429	0.017	Positive and meaningful correlation
Self awareness	7.728	0.035	Positive and meaningful correlation
Self regulating	7.423	0.023	Positive and meaningful correlation
Motivating oneself	8.798	0.015	Positive and meaningful correlation
Empathy	7.423	0.023	Positive and meaningful correlation
Social skills	9.532	0.015	Positive and meaningful correlation

Table 3 shows that there are positive and meaningful correlations between emotional intelligence and its dimensions with organizational citizenship behavior.

##### Friedman test

To rank emotional intelligence dimensions Friedman test was utilized.

As table 4 shows "empathy" was selected as the most important one and "motivating oneself" and "social skills" were posed in second and third places.

**Table 4: The results of applying Friedman test**

Variables	Mean Rank	Final rank
Self awareness	3.16	5
Self regulating	2.39	4
Motivating oneself	1.71	2
Empathy	1.65	1
Social skills	2.04	3

##### Spearman test

To survey the relationship between employees' demographic characteristics and their citizenship behavior, Spearman test was used.

**Table 5: The results of applying Chi Square test**

Demographic characteristics	Sig	Spearman r	Results
Age	0.024	-0.143	Negative correlation
Gender	0.141	-0.093	No correlation
Educational level	0.038	0.131	Positive and meaningful
Work experience	0.000	-0.248	Negative correlation

Table 5 shows there is positive and meaningful relationship between educational level with OCB and negative correlation between age and work experience with it. No relation was found between gender and OCB.

##### Binomial test

To survey the variables levels Binomial test was applied. Table 6 shows the results of applying Binomial test:

**Table 6: The results of applying Binomial test**

Variables	Observed Prop.	Test Prop.	Sig	Results
Emotional intelligence	0.3	0.5	0.019	Unfavorable level
Self awareness	0.3		0.009	Unfavorable level
Self regulating	0.4		0.000	Unfavorable level
Motivating oneself	0.3		0.000	Unfavorable level
Empathy	0.3		0.041	Unfavorable level
Social skills	0.7		0.035	Favorable level
OCB	0.8		0.000	Favorable level

Table 6 shows the just social skills and organizational citizenship behavior were placed in high levels.

##### Conclusion and discussion

The purpose of writing the current paper is to investigate the relationship between managers' emotional intelligence with employees' organizational citizenship behavior. By reviewing on literature about emotional intelligence and organizational citizenship behavior, 2 questionnaires were designed and after proving their validity and reliability distributed among participants.

The results of applying Chi Square test show there are positive and meaningful correlation between managers'

emotional intelligence with their employees' citizenship behavior. Also the influence of empathy and motivation were more than other dimension. Placing motivating oneself in second place is consistent with Saeedi et al research (Saeedi et al, 2012; b). They investigated the influence of emotional intelligence on career success.

It means when managers understand their people problems and try to their enthusiasm to do their best, employees blurt more citizenship behavior. So manager are advised to analyze their employees' strengths and weaknesses to understand their problem better.

Also among employees' demographic characteristics there was positive correlation between just educational level with their citizenship behavior.

Finally managers are suggested to employees some ones who are more educated and changed them with some new and more educated ones after some years as the relationship between age and work experience with citizenship behavior found negative.

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