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A Survey of Relationship Between Emotional Intelligence and Organizational Citizenship Behavior in Iran

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Abstract

This study examines the relationship of Emotional Intelligence (EI) with Organizational Citizenship Behavior (OCB). In that respect paper also presents the verification of the method. The population of research statistics includes the staffs and employees of Medical Science University, the number of research population is 225 and from the number 122 subjects are selected as the sample by using the method of simple random sampling. The diagnosis of relationship between EI and OCB is accomplished by multi- factors regression analysis. The result shows that there is strong statistical relation between EI and OCB. We also find that conscientiousness and altruism are the variables from OCB which have strong relation to EI.

Key words: Emotional intelligence; Organizational citizenship behavior; Conscientiousness; Altruism

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INTRODUCTION

Nowadays, many organizations are subjected to changes therefore any changes are needed the employees and managers to adapt with the change. In this regards, it seems that social interaction in a worthy and effective manner is becoming more important for managers and workers. Social interaction is believed as a key factor in managing organizational changes.

Many research shows that these managers in future will be beaten by their rivals that are able to communicate effectively. EI is one the components that can play a considerable role in term of the relation between staff and managers with OCB. Goleman in cited in Murray (1998) stated that not only top managers or president of the firm who need EI but everyone in the firm are also need EI for effective communication.

In addition, Berko and Lovinday (1998) estimated that 90% of our actions and activities actually are sense-related and only 10% are based on thought, logic and reasoning. This finding also supported by Merkwowitz and Fornest(1998) their study concluded that 20-25% of people career success differences strong related to cognitive thought, feeling and their social capability. Their concluded that people with good feeling and social capability are four times more successful than people with strong cognitive intelligence. According to gholipur (2007) EI is thoughtful use of emotion and feeling covers a series of individual properties and skills. EI is typically called as subjective skills or an inter-personal skill which is a important factor to support human intelligence quantity. If we correlate with OCB, it can be said that workers can effectively help and improve their organization if they are performing their responsibilities beyond the defined duties in their jobs. In simple words, they can tolerate the jobs that are not predictable and necessary for them.(mehdad, 2008)

Many researchers, including Chen, Hui and Sego (1998), Karmbayya (1989) have found the effect of OCB on organizational success. Jeorg (1996) believes that an attention to OCB in the organization is important since organizations are not able to predict accurately a wide range of needed behaviors and realizing all organization aims through formal job description. Therefore, OCB can help organization run effectively. Clément and Vandenberg (2000), Hovieda & Naderi (2009) suggested that OCB provides the organization with more resources and reduces the need for costly and formal mechanisms.

Regarding to these facts that the organizations mostly seek a higher performance, EI and OCB are likely has a strong and positive relation with that purpose of the organization. Hence, the aim of this study is to evaluate the significant relationship between EI and OCB in specific area that is among staffs of Medical Science University.

This article is organized as follows: Following this introduction is a literature review on EI and OCB. This will be followed by an explanation of the study's research method and sample selection. Finally, the results are presented along with discussion and possible implications for academic institutions.

1. LITERATURE REVIEW

1.1 Emotional Intelligence (EI)

The emotional intelligence (EI) concept has been discussed in few recent years, in scientific literature, this concept firstly introduced in the field of psychology before it is applied in the ground of science. EI has originated from the concept of social emotional for the first time brought forth by Serandike who considers the social intelligence as “the ability of understanding and management of men, women, boys and girls who do reasonable activities correlatively” (Gardenr, 1993). According to Gardenr (1983) intelligence is not only a unified and single unit that guarantees someone's life to succeed but there is actually a wide range of intelligence that has seven major types (Goleman, 1995). Gardenr

(1983) proposed multi-pattern intelligence that consists of linguistic intelligence, logic intelligence, musical intelligence, physical intelligence, three-dimensional intelligence, inter-personal intelligence, intra-personal intelligence, natural intelligence. (Carmeli, 2003; Green, Hill, Friday & Friday, 2005).

Additionally, Gardenr also stated that the focus of inter-personal is the ability of understanding and comprehension and giving a proper reaction to other persons' feeling, attitudes, motivations and wishes. He added that intra-personal as a key self-recognition means awareness of personal feelings, capability to concentrate and use of them in order to guide own behavior (Goleman, 1995).

Reuven Bar-on (1998) developed the first attempt to assess EI in terms of a measure of well-being. In his doctoral dissertation he used the term emotional quotient (EQ), long before the concept has gained widespread popularity as a name for EI and before Salovey and Mayer has published their first model of EI (Cherniss & Goleman, 2001). Other researcher, for instance Goleman tried to know about the relationship between people success and people intelligent and he found that awareness and expression of emotion at work as a domain of intelligence (Cherniss, 2001).

Some definition of EI has been formed, for instance, Bar-on's defines EI as “an array of non-cognitive capabilities, competencies and skills that influence one's ability to succeed in coping with environmental demands and pressures.” (Bar-on, 2000; Gardner; & Stough, 2002)

Other definition from Goleman. (Goleman, 1998; Rahim & Minors, 2003) stated that EI is our capacity to motivate ourselves and manage our emotion when we interact with other people. He suggested that EQ has multidimensional construct that consist on five components which as self awareness, self regulation, motivation, empathy and social skills (Goleman, 1998b). His work modified to present a matrix of 2x2 with variables such as self-awareness, Self management, social awareness, relations management (Goleman, 2001). Below are the pattern of EI that has been developed by Goleman.

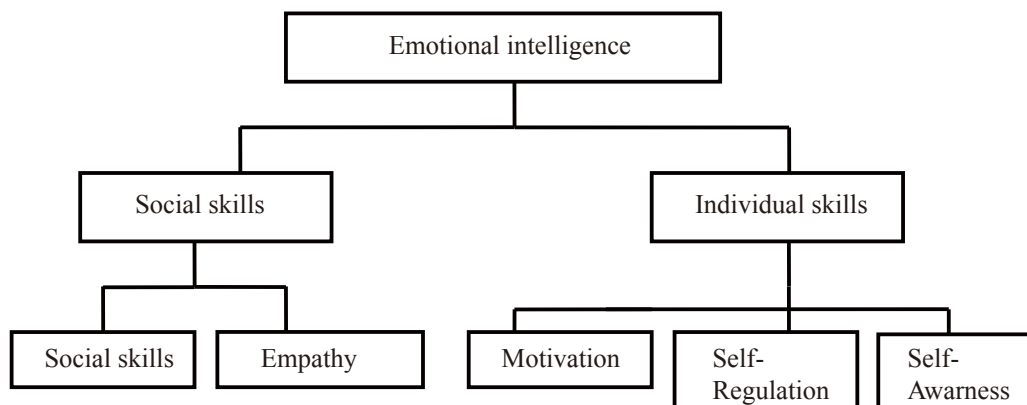


Figure 1
Goleman's Pattern of Emotional Intelligence

1.2 Organizational Citizenship Behavior (OCB)

The concept of OCB was introduced by Organ in 1997. OCB represents 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". (Organ, 1998)

With respect to OCB, it seems that employees help the organization to optimize the effectively by doing the

duties that are beyond their defined obligations, that is, they perform cooperative works which are compulsory higher predictable (Mehdad, 2008)

1.3 Dimensions of Organizational Citizenship Behavior

Organ expresses these five Dimensions as organizational citizenship behavior. The pattern is illustrated below:

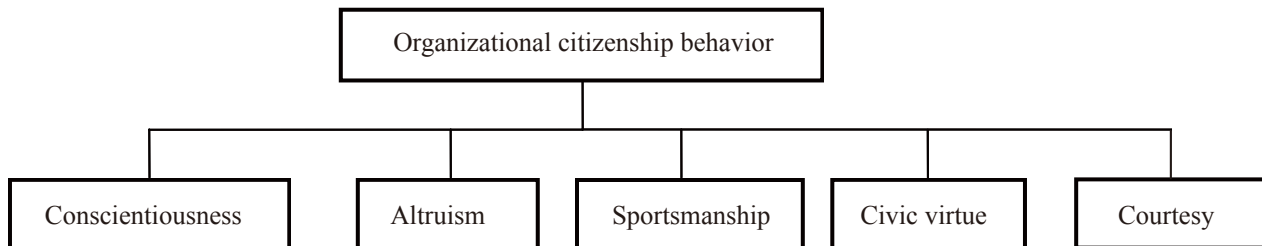


Figure 2
Organ' Pattern Organizational Citizenship Behavior

(1) Conscientiousness

The dimension of conscientiousness is a stated where the members of organization can perform special behavior or do more than level of obligation and needs. In other words, the individuals who possess an advanced citizen attitude can continue to work despite their sickness. This attitude shows their conscientiousness (Organ, 1998).

(2) Sportsmanship

It implies the unsuccessfulness against desirable conditions without any complaint (Castro, 2004).

(3) Civic Virtue

The third dimension of citizen behavior is called as a civic virtue. It is containing the behaviors such as presence in out-plan activities and additional works that is performed by managers. Civic Virtue happened when there is no necessity that support the development and changes, performed by managers, and inclination to read books and publications (Organ, 1998).

(4) Courtesy

This dimension expresses the way of interaction with co-workers, supervisors and clients of organization. The persons' behaviors courtesy with others could be someone who has advanced citizen behavior (Castro, 2004).

(5) Altruism

The last dimension is altruism which referred to useful and beneficial characteristics, such as friendly, empathy among coworkers that helps to the workers who have problems. However, some experts, for examples Podasakoff classify the dimension of conscientiousness and altruism in one category and call them "helping behavior" (Organ, 1998).

enhances the OCB of their followers. The EI of managers had a positive correlation with the conscientiousness of the subordinates when they are understood and appreciated by their leaders. The subordinates may feel motivated and satisfied with their jobs and may reciprocate by being conscientious.

In addition, the EI of managers has been found have a positive correlation with the altruism of the subordinates. Since the followers believes in creating a work family, holding up a vision can benefits to all, they are motivated to attain the organizational objectives as a team and helping one another for accomplishment. Therefore, the EI of a leader plays a significant role in determining the two specific OCBs of their followers. This is also because the EI leader is able to monitor his or her own behavior and understand those of his or her followers, thus enhancing the extra role behavior of the members of the organization. Only when they feel that the leader understands their needs will the followers be willing to give the best to the organization. By understanding their subordinates, leaders can motivate them and direct them in exhibiting OCBs.

Korkmaz & Arpacı (2009) examines the relationship of organizational citizenship behavior (OCB) with emotional intelligence (EI) of the followers. They found EI of a leader can drive two specific factor of organizational citizenship of employees (conscientiousness and altruism). Science the emotional intelligence of leaders did affect the organizational behaviors of employees and the results indicate that EI is an important component for being an affective leader. This happened because the emotionally intelligent leader is able to monitor his or her behavior and they also understand the EI of his or her employees. Thus enhancing the extra role behavior of the members of the organization is important for the leader. The employees will give their best for the organization

1.4 Previous Literatures of EI and OCB

Modassir & Singh (2008) examines the relationship of EI with transformational leadership (TL) and OCB of the followers. The results indicated that EI of leaders

if only when they feel that the leader understands their needs. By understanding their subordinates, leaders can motivate them and direct them in exhibiting organizational behaviors.

Kjain (2009) examines the predictive ability of OCB and EI with regard to organizationally relevant criterion variables including job satisfaction, personal effectiveness, reputational effectiveness, and general health, career orientation, perceived job mobility, turnover intention, organizational commitment, vertical trust, work recognition, organizational productivity and organizational effectiveness. Results of this study suggested that comparing to EI, OCB was found to be relatively a more powerful predictor of organizationally relevant criterion variables in Indian work context. Kjain provides a very unique kind of ability by linking cognitive and affective sphere of human personality. Hence it is more likely that EI will influence personal and organizational level outcomes positively. Comparing to EI, OCB is conceptualized as a part of overall employee's performance that is influenced by attitudinal and dispositional variables rather than by employee's knowledge, skills, and ability. Therefore it is thought that OCB is more influenced by the environment where an employee is working.

Other author which is Khalid & et al (2009) examines the influence of personal factors, EI and OCB on deviant behaviors. The present study found that sportsmanship negatively related to both organizational and interpersonal deviance. The result shows a clear tendency for students' deviance to be elevated when sportsmanship is weak. This is also consistent with the prediction. Employees' who exhibit low level of sportsmanship are more likely to engage in deviant behaviors.

Based on the previous studies and theoretical discussion we can reckon that EI might have an influence on OCB.

1.5 Research Hypothesis

H1-There is a positive relationship between emotional intelligence and altruism.

H2-There is a positive relationship between emotional intelligence and courtesy.

H3-There is a positive relationship between emotional intelligence and civic virtue.

H4-There is a positive relationship between emotional intelligence and sportsmanship.

H5-There is a positive relationship between emotional intelligence and conscientiousness.

2. METHODOLOGY

2.1 Instruments

This article uses questionnaires as a method for data-collection and likert scale type to measure 25 item of EI that is conducted by Goleman (1998) and OCB item that

designed by Podsakoff et al (1990).

2.2 Population and Samples

This study is descriptive- correlation. The population of this study is personnel university of Medical Science. Statistical sample is 122 of personnel that selected by using simple Random sampling. From total of 122 participants who responded to the questionnaire, 59% is female and 41% is male. In addition, according to their degree of education, 16.4% participants have below bachelor degree, 65.6% participants have bachelor degree, 6.6% participants have master degree and about 11.4% participants have PHD degree. 65% participants or 6% have master degree and about 11 participants or 5% participants have PhD degree. Data analysis was carried out by using the statistical program packages SPSS, P-value, equal or lower than 0.05 (5%) is considered statistically significant.

3. RESULTS

Table 1 reports the means, standard deviations of variables used in the analysis.

Table 1
Descriptive Statistics

Variables	Mean	Std. Deviation	N
Emotional intelligence	95.18	16.464	122
Altruism	17.18	4.045	122
Courtesy	24.24	4.371	122
Civic virtue	10.62	2.626	122
Sportsmanship	13.02	3.238	122
Conscientiousness	19.88	4.246	122

Descriptive statistics such as maximum, minimum, means, standard deviations, and variance were obtained for Interval-scaled independent variables and dependent variables. The results are shown in Table 1. From the result, it may be seen most of variables were high. The mean on civic virtue and sportsmanship are about average (10.62 and 13.08) whereas the means on courtesy, altruism and conscientiousness and emotional intelligence are perceived as somewhat enriched. It is also seems that most of people are seriously engage in these variables. In addition, the standard deviation for most all variables, except emotional intelligence are not high indicating that most respondent are very close to the mean on all variables.

The Pearson correlation for the study variables are given in table 2. The result shows that EI was positively correlated with OCB. Therefore main hypothesis which was concerned with the positive relationship between EI and OCB was supported. From the findings, it is clear that EI was correlated positively with the conscientiousness, sportsmanship, civic virtue, courtesy, and altruism of personnel.

Table 2
Correlation

Variables	Emotional intelligence(EI)	Altruism	Courtesy	Civic virtue	Sportsmanship	Conscientiousness
Emotional intelligence	1	0.70**	0.71**	0.48**	-0.49**	0.71**
Altruism	0.70**	1	0.85**	0.43**	-0.57**	0.76**
Courtesy	0.71**	0.85**	1	0.47**	-0.61**	0.81**
Civic virtue	0.45**	0.43**	0.47**	1	-0.21**	0.54**
Sportsmanship	-0.49**	-0.57**	-0.61**	-0.21**	1	-0.49**
Conscientiousness	0.71**	0.76**	0.81**	0.54**	-0.49**	1

Table 3 presents the results of Hierarchical regression. Hierarchical regression analysis was performed on the two OCB variables which are altruism and conscientiousness as independent variables and EI as dependent variables. EI predicates the conscientiousness and altruism behaviors of the personnel.

Table 3
ANOVA^c

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16779.604	1	16779.604	125.702.000 ^a
	Residual	16018.429	120	133.487	
	Total	32798.033	121		
2	Regression	18685.463	2	9342.731	78.780.000 ^b
	Residual	14112.570	119	118.593	
	Total	32798.033	121		

- a. Predictors: (Constant), Conscientiousness
- b. Predictors: (Constant), Altruism, Conscientiousness
- c. Dependent Variable: Emotional intelligence

Table 4
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40.049	5.027		7.966	.000
	Conscientiousness	2.774	.247	.715	11.212	.000
2	(Constant)	36.018	4.844		7.436	.000
	Conscientiousness	1.652	.364	.426	4.533	.000
	Altruism	1.533	.382	.377	4.009	.000

- a. Dependent Variable: Emotional intelligence

4. DISCUSSION

The main objective of the present study was to examine the relationship between OCB and EI among staffs of Medical Science University. The present study found that EI was correlated positively with the conscientiousness, sportsmanship, civic virtue, courtesy, and altruism of personnel. This finding of this study is generally consistent with our previous research in literature review. Interestingly, only Sportsmanship which is significantly and negatively related with others variables. The results show a clear tendency for EI and other OCB variables to be elevated when sportsmanship is weak. In addition, we also found that EI predicates the conscientiousness and altruism behaviors of the personnel. A staff that has a good Emotional intelligent tends to help other workers who have problems and most of them are willing performing above their energy. Regarding the results of research, we

propose that employees should recognize their weak and strong points and identify their feelings and emotion. We found that the workers who have a higher level of self-awareness are able to estimate their capabilities ideally and determine their feelings. Based of our result they also should control and regulate their feelings and be able to communicate effectively so they can work beyond their manager expectation. In other words, individuals with high EI and advanced citizen behavior are more able to continue work even in worst conditions. With respect to second hypotesis.it is proposed that employees should evaluate their abilities and can recognize their emotions at any given time. They should comprehend the situation in the times of stress and pressure and before doing any inappropriate actions. Additionally, they should consider the effect and result of their actions on others and control their stress and anxiety effectively. Ideally, they should not lose their control even when they are angry. However,

they can allow presenting their emotions and feeling after analyzing the situation. As a result, the situation will not be worst and the employees would not complain.

Additionally, regarding the findings of our research, we proposed training plans have to be provided for workers in order to be better self-revealed and express their feelings and emotions logically. This training plan will result in optimizing the social relations of employees with co-workers, supervisors and clients of organization. Furthermore, those with high EI could help their co-workers who have problems. Therefore, it is proposed that self-awareness, self-regulation, motivation and cooperative agreement and social skills must be reinforced. Finally, future research needs to expand this study to samples of staffs. Researchers may also conduct longitudinal study to provide strong evidence of the association between EI and OCB of same group of respondents.

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