THE RELATIONSHIP BETWEEN EMOTIONAL AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF STAFF VOCATIONAL TRAINING

Esfandiar Doshmanziari* and Sasan Doshmanziari

[1]Islamic Azad University, Tehran West Branch, Tehran, IRAN
[2]Science and Research Branch, Islamic Azad University, Tehran, IRAN

ABSTRACT

The aim of this study was to investigate the relationship between emotional intelligence and organizational citizenship behavior in technical and vocational training of Tehran area. The research is applied and the purpose of data collection is considered one of the descriptive surveys. To conduct a field survey in this study population consisted of all staff of the vocational training of Tehran area that were 150 Person, who's all numbers have been used. To determine the sample, according to the sample of 108 persons. In addition to the extensive literature survey data collection tool was a questionnaire which its validity by experts and its reliability was confirmed by Cronbach's alpha. For the analysis of the conceptual framework to assess the relationship of Pearson correlation, regression analysis was used to assess the effects of variables. The findings of the study to address the question of the relationship between emotional intelligence and organizational citizenship behavior has demonstrated that emotional intelligence and its components, which include self-awareness, self-management, social awareness and relationship management with organizational citizenship behavior according to the coefficient the correlation obtained (R=0.85) There.

*Corresponding author Email: amag2004@gmail.com

INTRODUCTION

One of the important aspects of organizational culture excellence is to study the behavior of employees in the organization. Studying the behavior of individuals in the workplaces has been long the focus of scholars of management science and psychology. With the advent of organizational behavior in the early 1960s, this subject was considered more seriously. Many previous studies have tried to classify the behaviors and causes of them. Issues such as perception, motivation, and job attitudes and such are as those addressing the origins of many human behaviors in the workplace. Explaining the citizenship behavior as an extra-role behaviors of employees, one can say that the organizational citizenship behavior has been among the subjects drawn the attention of social psychologists and sociologists in addition to the behaviorists in the past two decades. Emotional intelligence is the newest development in the context of understanding the relationship between thought and emotion. The term was first introduced by Salovay & Mayer. Meyer and Salovay [1997] considered emotional intelligence as an entity involving the ability of accurately detecting others' excitements and emotions and responding appropriately to them as well as stimulating, organizing and controlling the own self emotional responses. Emotional intelligence is associated with understanding of one self and others, communicating with others, adjustment and adaptation to the surrounding environment, which is needed to successful meeting of social needs, and is considered as a tactical ability in individual performance. While cognitive intelligence has a long-term and strategic capability, emotional intelligence makes it possible to predict success; since it shows how one immediately applies his knowledge in different situations. In other words, emotional intelligence refers to individuals' differences on perception, processing, formulation and the use of emotional information [1]. In the current competitive conditions, the rates of participation, obedience and loyalty of employees to the organization are of utmost importance. Accordingly, the studies' results indicate that the employees need voluntary spirit of duty, altruism, respect and courtesy for the proper functioning and its strengthening. One of the new, growing and relevant concepts on such extra role behaviors is the "organizational citizenship behavior", which has drawn the attention of organizations' researchers and managers as an effective factor in the organizations.

The important issue with regard to employees' contact with many visits by the clients during working time is that they need to have appropriate behaviors to build trust and meet their clients' satisfaction. Therefore, staff interaction with each other and communicating properly with clients is an issue to be addressed for followed corporate profitability and productivity. The main issue in this study was to determine the relationship between emotional intelligence and citizenship behavior.

MATERIALS AND METHODS

This was an applied research in terms of objective, by using a surveying method of descriptive-correlational type. The study population consisted of all employees in Tehran Technical and Vocational Training Organization by a total number of 150, which were selected as samples by the census of everyone. However, only 108 questionnaires were complete to be extracted. Due to the small sample size, it is difficult to generalize the findings to other organizations. For, the sample cannot be confidently considered as the representative of the society. **Table- 1** reflects the state of sample and sampling in the study population.

Table: 1. Description of demographic variables

Demographic variables	Definition
Gender	Ratio percentage of men and women in the studied organization
Age	In this study, the age groups were classified as 20-30 years, 30-40 years, 40 -50 years and over 50 years
Education level	Classified as associate's, bachelor's, master's and PhD degrees
Years of service	Classified as under 5 years, 5 to 10 years, 10 to 15 years, 15 to 20 years and over 20 years

In this study, Podsakoff et al. standardized OCB questionnaire [24 questions] and Goleman emotional intelligence questionnaire [19 questions] were used. At beginning of the questionnaire, some questions about demographic variables of the population were asked. The questionnaire was graded based on the Likert scale [Strongly agree, agree, no opinion, disagree and strongly disagree] from one to five. On validity of the questionnaire, despite the fact it was standardized, the validity was again assessed and approved by technical experts with a formal approach. The reliability was calculated using Cronbach's alpha for the OCB as a 78% and as 77% for emotional intelligence seeming to be at optimal levels

RESULTS

Incidence of inappropriate behaviors in organizations depends on identifying internal variables due to history of lower attention and further sustainability of their impacts, which also is to strengthen the policies and use organizational measures. One of the internal variables capable of directly or indirectly influencing such behaviors is the "emotional intelligence" of employees.

Employees with high levels of emotional intelligence are more successful in adjusting and managing their emotions and others to create positive interactions. Therefore, higher organizational citizenship behavior would be associated with higher job performance. Structure and behavior of organizational citizenship to identify, manage and evaluate the employees extra role behaviors who are working in the organization due to whom behaviors, the organizational effectiveness would increase. On the other hand, the emotional intelligence is a skill that their owner can control their emotions [self-awareness], improve it [self-management], understand their impacts [empathy] and behave in ways to enhance their and others' morale [2].

The concept of emotional intelligence was first used by "Papen" [1984] in his treatise that has not been published. A few years later, Meyer and Salovay conceptualized it in the scientific communities. This type of intelligence has drawn much attention in recent years in both scientific and practical aspects. Cheeriness believes that although the term of emotional intelligence has not been used directly, but there is a long history of trying to help improving emotional intelligence and social and emotional capabilities of employees [3]. However, one may say that historically, emotional intelligence is a new concept that has been introduced in recent years and used in contrast to cognitive intelligence. This type of intelligence is a non-cognitive one rooted in the concept of social intelligence, and was introduced for the first time by Thorndike [1920]. According to Thorndike, emotional

intelligence is the significant ability of people to management to act wisely in human relations. He considered the intelligent behavior consisting of objective intelligence [skills of building and using tools and means], abstract intelligence and social intelligence [understanding people and the ability to act creatively in human relations]. Gardner and Stromberg were among those believing that intelligence not only involves cognitive abilities but also covers how to experience and express the emotion [4]. According to Gardner, intrapersonal intelligence involves the intelligence capability of a person to deal with own self and express a complex and quite distinct set of emotions, while interpersonal intelligence includes the individual's intelligence ability of dealing with others, feeling and distinguishing between ethics, motivations and their intentions.

After Gardner, Salovay and Meyer [1990] were among the first defined emotional intelligence is as a subset of social intelligence. The defining elements included the ability to control their emotions and others and recognize emotions and excitements in themselves and others. In 1990, Bar-on also raised the concept of emotional quotient. He believed that emotional intelligence reflects our ability to "successfully cope with others, combined with inner feelings" [5]. Danie

l Goleman, a behavioral science expert, was first one who introduced concept of emotional intelligence into the realm of organization [Travis Bradbury, 2006]. He believed that cognitive intelligence includes at best only 20% of successes and 80% of successes depend on other factors. The fate of people in many situations depends on the skills forming the EI. In fact, emotional intelligence determines the failure of people with high IQ and also the unexpected success of people with an average IQ. Goleman knew emotional intelligence consisting of self-awareness, management and emotions control, self-motivation, empathy, manipulation and managing relationships. In general, the emotional intelligence abilities in accordance

with Daniel Goleman's emotional intelligence competencies model are displayed in the form of four individual and social abilities of self-awareness, self-management, social awareness and relationships management [6]. Studying the behavior of 600 managers, organizational issues specialists and MA students, Goleman presented his model in 2001 entitled as emotional network capabilities. His initial model contained of 5 dimensions and 25 components that he reduced in later years to 4 components and 20 features as functionality as **Table-2**. [7].

Table:2. Proposed components of emotional intelligence by Daniel Goleman

	Self / Individual Merits	Others / Social Competencies
Recognition	Self-awareness [emotional self-awareness, self-assessment, self-esteem]	Social awareness [empathy, SOA, organizational awareness]
Adjustment	Self-management skills [self-control, trustworthiness, conscientiousness, adaptability, success-seeking, initiative]	Social skills [managing relationships, developing relationships, influence of communications, conflict management, leadership, structural borders changes, group coordinating and collaboration]

Emotional intelligence based on personality traits according is given in **Table -3** [9]

Table: 3. Bar-On hybrid model of Emotional Intelligence

		1. Emotional self-awareness	Recognition and understanding of own feelings
Emotional Intelligence	**A. Intrapersonal Emotional Intelligence**	2. Decisiveness	Expressing feelings, ideas, thoughts and defending the personal rights in a constructive way
		3. Self-esteem	Self-awareness, understanding, acceptance and respect for self
		4. Self-actualization	Realizing own potential talents
		5. Independence	Self-command and self-control in personal thinking and action, and freedom from emotional dependency
	B. Interpersonal emotional intelligence	1. Empathy	Ability to be aware of others feelings and understanding the admiration of those feelings
		2. Accountability	Person's ability to present himself as a helpful and productive member with feelings
		3. Interpersonal Relationships	Ability to establish and maintain mutually satisfying relationships, emotional closeness, intimacy and kindly interaction
	C. Emotional intelligence to deal with pressure	1. Tolerating stress	Resistance against adverse and stressful events
		2. Impulse control	Person's ability to resist against tensions or temptations and control own emotions
	D. EI compatibility	1. Problem Solving	Diagnosing and defining the problem and establishment of effective solutions
		2. Reality testing	Evaluation and conformance between what is experienced objectively and subjectively
		3. Flexibility	Adjusting thinking and behavior when changing situations and conditions
	E. Emotional intelligence of general mood	1. Optimism	Satisfaction with own life, making themselves and others happy
		2. Vitality	Looking at the bright sides of life and maintaining a positive attitude even in the face of adversities

Experts believe that emotional intelligence has come quickly nowadays to the focus of companies and organizations and its importance has sometimes become more than cognitive abilities and technical knowledge. Managers found that in this way, internal consistency and personal and corporate balance will increase. In the recent decade, the researchers have conducted many studies on the relationship between emotional intelligence and organization and management mechanisms, and evaluated issues such as the relationship of this concept with the following factors: employees' performance [10], leadership effectiveness [11] and [12], management effectiveness [13], working group and teams performance [14], change management transformational leadership conflict management and quality of service.

In the case of organizational citizenship behavior, some researchers like Borman [1991], Brief and Motovildo [1986] suggested to consider other criteria such as extra role behaviors and counterproductive behaviors of staff in evaluating the performance of employees in addition to the performance assessment .These studies are mainly divided into three types. Some of them are concentrated on the implications of organizational citizenship behavior, which address organizational performance, organizational effectiveness, organizational success, customer satisfaction, customer loyalty, social capital, etc. Another part of the research is focused on predicting and experimentally testing of contributing factors of organizational citizenship behaviors. In this context, factors such as job satisfaction, organizational commitment, corporate identity, organizational justice, trust, leadership types, the relationship between leader and follower, etc. have been proposed. A small number of studies have been also focused exclusively on the concept, scope and new definitions of organizational citizenship behaviors or have generated standardized scales with the help of factor analysis method to measure this concept [7]. The OCB has been conceptualized by using the term urban citizen in the political philosophy. In 1991, using modern philosophy and political theory, Graham studied several items of behavioral beliefs and tendencies combining with each other and they called the signs of active citizenship, which included three major associated parts of the urban civic responsibilities:

1. Respecting the structures and regular processes and complying with the law

2. Loyalty
3. Participation [2].

From Apple Bam's perspective, organizational citizenship behaviors are a set of voluntary and optional behaviors that are not a part of the individual's official duties; however, they are carried out by him and effectively improve the organization's roles and duties [Apple Bam et al., 2004]. This definition focuses on three main features of citizenship behavior. First, such behaviors must be voluntarily and not a preset task and not a part of the official duties of the person. Second, the benefits of this behavior have organizational aspects, and third, the citizenship behavior has a multifaceted nature. In another definition of organizational citizenship behavior provided by Brightman, it is referred to as a volunteer ongoing commitment to the objectives, methods, and ultimately, to the success of the organization, and an organization established based on participation and appropriate actions of its employees would benefit from this advantage [8]. In another definition, the OCB is defined as a behavior beyond the job roles, which has not been officially recognized by the reward system directly and clearly, while this behavior promotes the effective performance of the organization in general [4]. Perhaps, one can say that the most prestigious classification provided about different dimensions and components of organizational citizenship behavior is the one by Organ [5]. Organ described the following five dimensions as organizational citizenship dimensions:
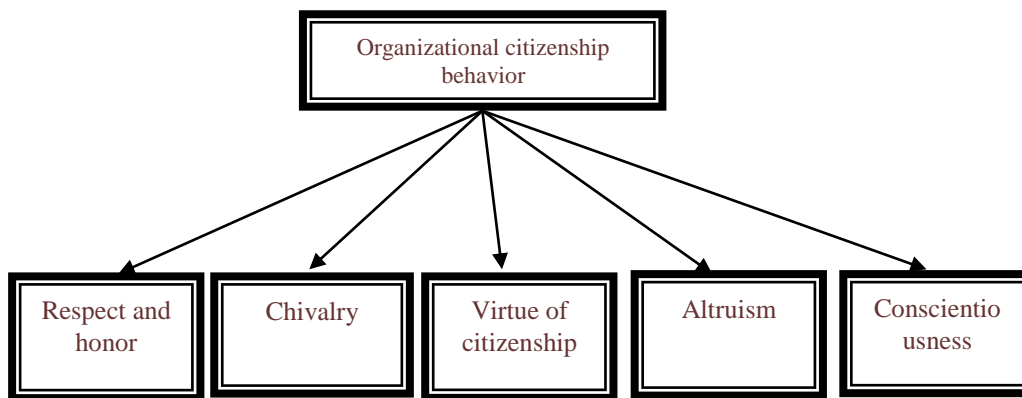

Fig1. Organ organizational citizenship behavior model

According to this model, conscientiousness or loyalty indicates behavior in which a person acts more than the minimum duty and requirements in doing a job [4]. Altruism is meant to help partners in completing the works in unusual circumstances [5]. Citizenship or civic virtue involves behaviors such as participation in extracurricular and additional activities, supporting the development and changes proposed by the organization's administrators, the desire to read books, magazines, and increase public information and concerning about installing posters and announcements in the organization to raise others awareness [6]. Chivalry emphasized on the organization's positive aspects rather than its negative aspects, which includes the tendency of patience in the face of inevitable disturbances and work injustices without complaining. Respect and honor cover all the forethoughts by a person to prevent work problems in relation to other employees [7].

In 2004, Jahangir, Mojahed Akbar and Elhaj studied and combined the opinions of the following researchers to provide a general pattern in relation to the factors affecting organizational citizenship behavior: Organ, 1990; Organ and Lingl, 1995; Agino, 1995; Skarlicki and Latham, 1995; Deluga, 1995; Podsakoff, Mackenzie and Bomer, 1996; Farh, Orly and Lane, 1997; Penner et al., 1997; Schappe, 1998; Tang & Ibrahim, 1998; Wagner and Rosh, 2000;Barbuto et al., 2001;Hanam and Jameson, 2002. Based on the findings of this group, the following final model was provided [12].
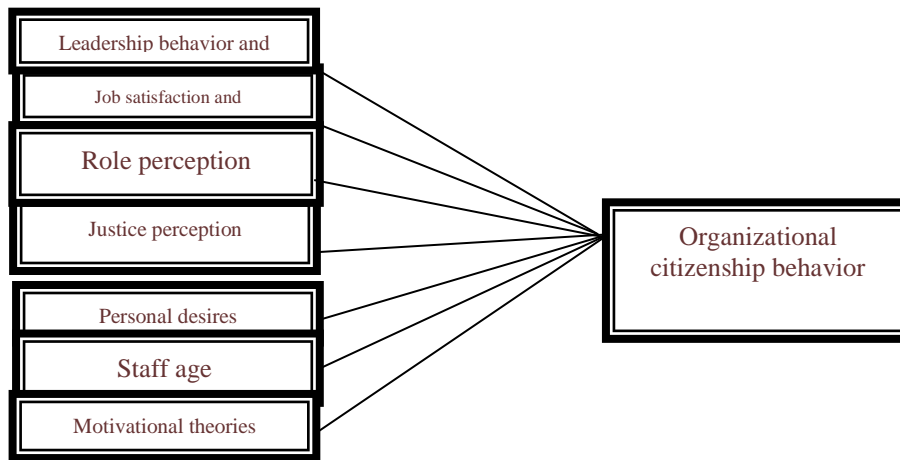
Fig: 2. Factors affecting organizational citizenship behavior [Nadim Jahangir et al., Brock University, p. 81]

....

According to what reviewed on the organizational citizenship behavior, all definitions and models presented by researchers on organizational citizenship behavior have some similarities. All these definitions emphasize on the extra-role of organizational citizenship behavior and do not consider it as a part of job requirementsccording to **Table-4**, among the dimensions of emotional intelligence, self-awareness dimension had the highest average [3.59], while management dimension had the lowest average [3.31]. For dimensions of organizational citizenship behavior, social mores [3.60] and chivalry [3.25] dimensions had the highest and lowest average, respectively.

Table: 4. Mean and standard deviation of citizenship behavior and dimensions of emotional intelligence

Variable	Mean	Number	standard deviation	Min	Max	Range	Middle
Self-awareness	3.59	108	0.734	1.75	5.00	3.25	3.50
Self-management	3.40	108	0.700	1.50	5.00	3.50	3.33
Social Awareness	3.33	108	0.753	1.50	5.00	3.50	3.37
Relationship management	3.31	108	0.781	1.40	5.00	3.60	3.40
Conscientious ness	3.30	108	1.019	1.00	5.00	4.00	3.33
Altruism	3.38	108	0.673	2.00	5.00	3.00	3.33
Virtue of citizenship	3.41	108	0.769	1.33	5.00	3.67	3.33
Chivalry	3.25	108	0.701	1.67	4.67	3.00	3.33
Social mores	3.60	108	0.704	1.67	5.00	3.33	3.66

DISCUSSION

According to **Table-2** of the first hypothesis and given the result, the correlation coefficient between two variables of self-awareness and organizational citizenship behavior is equal to 0.691, which along with t=6.269 [greater

than 1.96] indicates the confirmation of the hypothesis. Comparing the results with the results of studies by Andi 2012, Fox and Spector 2000 and Heydari Pour et al. 2014 shows consistency.

According to **Table-3** of the second hypothesis and given the result, the correlation coefficient between two variables of self-management and organizational citizenship behavior is equal to 0.776, which along with t=6.108 [greater than 1.96] indicates the confirmation of the hypothesis. Comparing the results with the results of studies by Andi 2012, Fox and Spector 2000, Heydari Pour et al. 2014 and Naseri 2015 shows consistency.

According to **Table-4** of the third hypothesis and given the result, the correlation coefficient between two variables of social awareness and organizational citizenship behavior is equal to 0.723, which along with t=7.745 [greater than 1.96] indicates the confirmation of the hypothesis. Comparing the results with the results of studies by Andi et al. 2012, Heydari Pour et al. 2014 and Kazemi et al. 2012 shows consistency.

According to **Table-4** of the fourth hypothesis and given the result, the correlation coefficient between two variables of relationship management and organizational citizenship behavior is equal to 0.802, which along with t=8.654 [greater than 1.96 indicates the confirmation of the hypothesis. Comparing the results with the results of studies by Andi 2012, Heydari Pour et al. 2014 and Soleymani and Ali Beygi 2010 shows consistency.

CONCLUSION

The As the results indicate, and given that in testing the main hypothesis, the correlation coefficient between two variables of emotional intelligence and organizational citizenship behavior is equal to 0.851and t=4.797 [greater than 1.96], the evidence points to the positive relationship and confirmation of the hypothesis. Therefore, the results are consistent compared with previous results by Pour Heydari et al. Ahmadinejad et al] and Hosseinian et al.

REFERENCES

[1] Pasha Sharifi, Hassan. [2005] a preliminary study on Gardner's theory of multiple intelligences, students in compatibility Topics. *Journal of Educational Innovations, Year* 4 (11): 11-34.

[2] Jahangir Fereydoun,Yazargady, Mehrnosh, Mahfouzpour Soad and Akbarzadeh Baghban Alireza. [2007] examine the relationship between organizational commitment and job satisfaction and individual factors of nurses in medical surgical wards of affiliated hospitals Shahid Beheshti University of Medical Sciences, Pajoohandeh, year 12, No. 5, successive 59:407-416.

[3] Bradbery, Travis. [2005] emotional intelligence. Translation: Mehdi Ganji, Tehran: Savalan.

[4] Bradbery, Travis and Greaves, Jean [2005], emotional intelligence [skills and test]. Translation: Mehdi Ganji. Tehran: Savalan.

[5] Alvani Mehdi. And Dadeh Beygi Mina. [2007] the impact of emotional intelligence training on service quality of Mellat banks. Journal of Management Science, 2(7):1-29.

[6] Hafezian Maryam. [2008] investigates the relationship between emotional intelligence and job performance in universities of Mazandaran province. Master thesis. Supervisor; Mir Mohammad Abbas Zadeh. Not yet published. Islamic Azad University of Garmsar.

[7] Ayobi Rad, Maryam. [2009] the relationship between organizational citizenship behavior and emotional intelligence in Tehran's municipal employees, master's thesis, Supervisor; Hassan Zarei. Islamic Azad University of Tehran Research.

[8] Doustar Yousof Mohajeri, Daryoush and Rezaei Ali. [2006] Time dependent effects of ischemic-reperfusion in isolated rat heart. Medical Science Journal of Islamic Azad University, 16(3):119-123.

[9] Tabarsa, Gholam Ali; Hadizadeh, Akram and Keshtgar, Abdolali [2010] provides a model for determining the effective factors on organizational citizenship behavior. The prospect of public administration, 1: 101-114

[10] Sobhaninejad Mehdi and Youzbashi, Alireza. [2008] emotional intelligence and leadership in the organization. Tehran: Yastaroon.

[11] Soleymani Nader and Ali Beygi Farzaneh. [2009] Relationship between emotional intelligence heads of the departments with their self-efficacy in Islamic Azad University in ten countries of the region. Leadership and Learning Management, Year 10, No. 18: 137-154.

[12] Abbaspoor Parastoo. [2006] investigate the relationship between perfectionism and self-esteem with mental health in well-being. Medical students in public universities of Tehran, General Psychology master's thesis, Supervisor: Mohammad Naghi Farahani, Tarbiat Moallem University.

[13] Fani, Ali Asghar, Mohammad, Jeyrani, Azar, Adel and Fathi, Saeed [2009] explain the pattern of the relationship between stress and organizational citizenship behavior with meta-analysis approach, public management research, Year 4(12): 29-38.

[14] Kazemi, Yahya. Mehdinejad, Vali, Jamali, Rana. [2011] the relationship between emotional intelligence, self-control and organizational commitment, management and development process, Number 78"76-89.

ABOUT AUTHORS

Esfandiar Doshmanziari: MA of Business Management, Science and Research Branch, Islamic Azad University, Tehran, Iran.

Sasan Doshmanziari: MA of Business Management, Science and Research Branch, Islamic Azad University, Tehran, Iran.