

## The Relationship between Emotional Intelligence with Organizational Citizenship Behavior (Case study: The Employees of Sepah Bank Branches of Kermanshah)

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Received: June 15, 2014

Accepted: October 5, 2014

### ABSTRACT

The purpose of this study is analysis of relation between EQ and OCB at Sepah bank branches of Kermanshah. The method of study is descriptive and a kind of correlation its statistical population is employees and professors of Azad university of Kermanshah that 159 people were selected by simple random method. Data collection tools and information includes two-questionnaires for measuring EQ and OCB that their validity determined by Cronbach's Alpha %97 and %93 respectively. In this study the rate of EQ with its four dimensions (self-awareness, self-management, social awareness and contact management) was measured and the relation of each dimension with OCB was analyzed. The results of analyzing hypothesis show that there is a positive and significant relation between all dimensions of EQ and OCB.

**KEY WORDS:** EQ, OCB, self awareness, self management, social awareness and contact management.

### INTRODUCTION

Our world is industrializing so fast. This cause an increase in necessity of innovation, flexibility, profit and answering to survival and organizations success. Thus, new standards should be compiled for organizations that meet the needs of world's challenges and provides a suitable background explicit for employees to be able to get benefit of most suitable skills. Thus psychiatrists emphasize that organ's employees must act more than their official duties regarding to well communication with customer and also the quality of services, this conception is more important in serve sections (Garg & Rastogi, 2006). One of the skills that can help employees in this way is (OCB). This subject refers to individual behaviors that arises from inter insight and further more increases the efficiency and effective of organ's function, they are not encouraged directly and explicitly by official system (Burns & Organs, 1988; Carpenter, 2008). OCB is moving beyond expecting minimum function (Burns & Moran, 2003; Carpenter, 2008). On the other hand researches of different scientists such as Goldman, Boyatzis and et al and...shows that one of the factors which plays an important role in doing successful official duties is EQ (Goleman, 1998) (Goldman, 1995) (notarized et al 2000). Individual with high EQ, have the art of communication and the skill of control and managing of other's emotion. These skills enrich popularity, the power of leadership and personal influence. And it successes individual in any kind of social activity and contact. Such people by having knowledge and inner insight to emotional drives of own and others, show the best function in different situations of life (Eivazi, 1385). All mentioned above, it proves the importance of EQ well that it can be indicated as one of the qualification for employee's success in displaying OCB. Based on this hypothesis, this survey is going to investigate the relation and the correlation between EQ and OCB among employees of Sepah bank branches of Kermanshah.

### The literature and the theory of research

#### Emotional intelligence

Experts have presented different definitions based on features and functions of EQ:

Daniel Goleman: EQ is the ability to identify emotions and feelings of own and others so that we can apply them to have an effective contact with others in our work place (Aghayar & Sharifi, 2006: 6).

Mayer & Salovei: EQ, ability of evaluation expressing and adjusting own and other's emotion, its efficient usage (Khaefelahi & Doostar, 2003:28) the scientific resources of EQ can be found in intelligence theory of zerendik (1920), and this kind of EQ with the ability of preserving own and others, knowing more about our feelings and emotions and individual's adoption has relation with people and environment. In 1980, Dr Ryonbar AN for the first time applied quotient for evaluating unknowing abilities and prepared the first test in this case. Finally tow

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American psychologists Salovei and Mayer (1990) presented an executable definition of EQ in an article with the same title. In that article, they determined EQ testable and measurable terms of scientific intelligence (Aghayar and Sharifi, 2006:10). These two researchers applied the term of EQ as a type of social intelligence which includes the ability in controlling feelings and emotions of own and others, and also the ability of distinguishing between them and using this information as a guidelines for individual's thoughts and actions.

Daniel Goleman whose name is tied to the term of EQ more than everyone, and published a book its title was EQ in 1995, this book was the best seller of the year. Goleman presented an interesting information about mind, emotions and human's behavior, generally the abilities of EQ based on Daniel Goleman's model of emotional qualifications and in the framework of four personal and social ability are presented below:

1. **Self awareness:** The most necessary ability related to EQ is that individual has self awareness of emotions and feelings. The ability of awareness allows individual to know his/her strengths and limitations and confident on his own value (KhaefAlahi & Doostar, 2003).
2. **Self management:** the ability of controlling and managing emotions and excitements ,the ability to keep calm in stressful and critical conditions, the ability of self motivational and expressing inner desires, that is to say self management is the ability for controlling emotions and feelings and truthful and honestly behaviours .Individuals with the ability of self management don't allow themselves to show bad tempers during the day and know where is the cause of bad tempers and how long it may last (Goleman ,1995).
3. **Social awareness:** recognizing other's thought and feeling, include benefiting from intimacy in all individual, group and organizational levels (Goleman ,1998).
4. **Management of contacts:** The ability associated with EQ includes the ability of interactions and convincing and clear communications, effectiveness, cooperation, group working, putting out disagreements and creating strong bonds among individuals. This ability can be used in developing anxiety and excitement and solving conflicts .self awareness and self management skills are related to personal scope and social awareness skills and management of contact refers back to how is the relationship with individuals and society and deals more with individual's ability in keeping fair interactions with own and others (Goleman,1998).

### **Organizational citizenship behavior (OCB)**

The concept of OCB for the first time was mentioned by Organ and his co-workers in 1983. The initial researches done in the field of OCB, it was more to identifying responsibilities or behaviors that employees had in organization, but most of them were ignored. However, these behaviors were measuring incompletely in traditional evaluations of occupational function or even sometimes were neglected, but were effective in improving organizational effectiveness (Bienstock et al., 2003:360). Organizational experts define these actions that are happening at work place as : OCB means ( A collection of voluntarily and optional behaviors that are not a part of individual's official duties, however she / he does these and causes effective improvement of organization's roles and duties (Appelbaum, 2004:19). Bolino, Trenly and Blougood (2002) have defined OCB as employees' wish and motive in exceeding of occupation official obligations to help each other, individual benefits in line with organizational benefits and having such a real interest rather than activities and organization's general assignments. They believe that CB generally have two common characteristics: first they are not directly improvable (for example, there is no need that they be a part of individual's job.....) and secondly they are arising from extraordinary and especial efforts that organization expects from its employees to achieving success (Korkmaz & Arpaci, 2009:1). Organ poodsakof and Maccenzy also define OCB as individual and voluntarily behaviors that increase effectiveness and organization's function utility, but are not rewarded directly by organization's official systems, (Hall,2009:382). Organ expresses five dimensions of citizenship behavior: (Opel bam et al, 2004;19)

- 1- **Dutifulness**
- 2- **humanitary**
- 3- **Civil virtue**
- 4- **Magnanimity**
- 5- **Respect and honor**

**Dutifulness** encompasses different kinds and organization's members conduct special attitudes that is beyond the minimum level of needed duties (Organ, 1998;9). Organ also believes that individuals with advanced OCB keep on working in worst condition and even in sickness and inability, this indicates their high dutifulness.

Second dimension of OCB is **humanity**, refers to useful and effective behaviors like creating comradeship, nearness and dearness among coworkers that sometimes directly or indirectly helps employees who have working problems.

By all means indeed some CB experts like poodeskaf, classify humanitarian and dutifulness in one category and mention them as helpful behaviors .

The third dimension of OCB is called **civil virtue**, includes behaviors like taking part in extra curriculums activities and when this attendance is not necessary, supporting development and delivered changes by organization's managers and the tendency to reading book, magazines and increasing information and considering affixing posters and announcement in organization for other's awareness. According to this Graham believes that a good OC not only should be aware of organization's update discussions, but also should comment about them and have an active presence in solving them. (Organ ,1988;12 ).

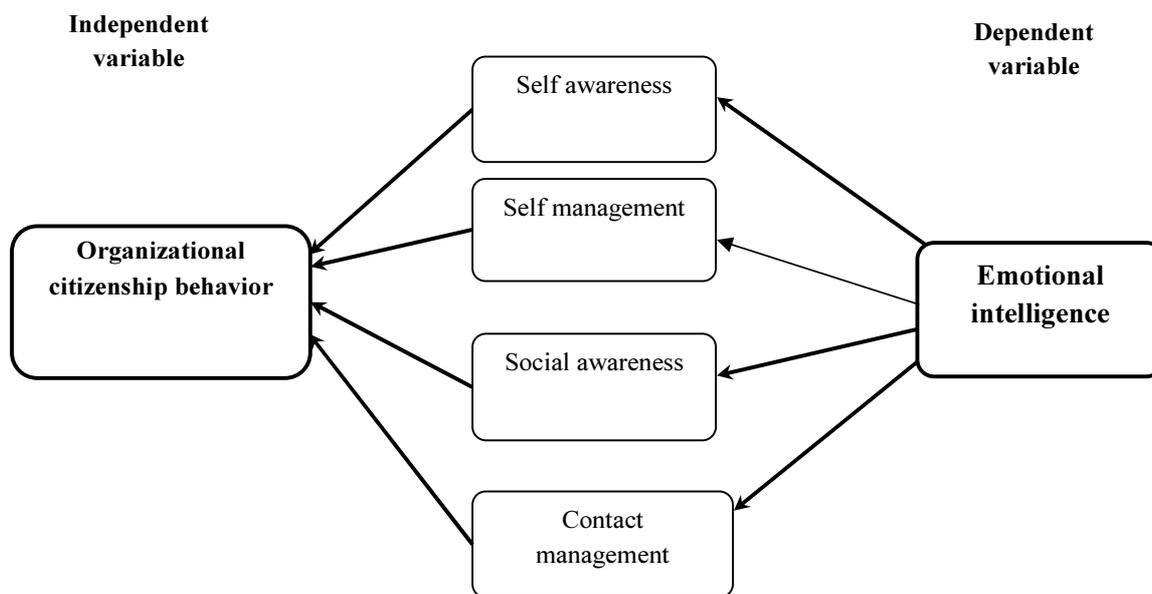
**Magnanimity or tolerance** is the fourth dimension of OCB that refers to toleration against desirable and favorable situations , with no objection, displeasure and querulous manner.

And the last dimension of OCB is **honor and respect**. This dimension indicates the manner of individual's behavior with co-workers, supervisors and addresses of organization. Individuals who act with honor and respect to others have progressive CB .

After enumerating these dimensions, Organ recalls each five dimensions of CB may not appear simultaneously, for example individuals whom we think have dutiful always may not be humanity and devotion or some of these dimensions, like humanitarian and dutifulness is a tactic to put under pressure organization's managers. It means employees try to influence organizations' manager the process of making decision to promote them a higher wage or reward .In this situation organization's employees turn from being good soldier into good actor (Kastro,Amalyo and Royes,2004;30).

**Conceptual framework of the survey:**

Conceptual model of the present survey, indicates the relation between EQ and OCB by components of these two variables and is derived from Daniel Goleman's model of Organ's OCB . This relation is depicted in figure (1).



**Figure (1): Research conceptual model**

**Research Hypotheses**

**Main hypothesis**

There is a positive and significant relation between Emotional intelligence employees and OCB of the employees of sepah bank of Kermanshah city.

**Secondary hypotheses**

1. There is a positive and significant correlation between self awareness of employees and OCB of the employees of sepah bank of Kermanshah city.

2. There is a positive and significant correlation between self management of employees and OCB of the employees of sepah bank of Kermanshah city.
3. There is a positive and significant correlation between social awareness of employees and OCB of the employees of sepah bank of Kermanshah city.
4. There is a positive and significant correlation between contact management of employees and OCB of the employees of sepah bank of Kermanshah city.

**The model of survey and statistical population**

The present survey is applied in terms of aim, and it is describe time -correlation in terms of method. Its statistical population is employees of **sepah bank** of Kermanshah city that 159 were selected by simple random method from intended population. Data collection method, was using written survey. So, specialized questioners are used for testing EQ and OCB. The question are that is used in this survey for testing EQ ,designed by (Lord and Hogan ) in 2001.The method of designing this question are is like: It's questions can be classify in 16 side groups and 4 main groups ( including: self awareness, self management, social awareness and contact management ). Based on this classifying, known groups, make main and sub components of EQ . OCB question are is also a question are that Poodkaf and his co-workers have designed it in 1990. This question are evaluates each five dimensions of OCB separately by using different variables related to each dimension of OCB . To determine resistance rank of used question is in this study, Cronbach's alpha was used that its value is assumed 97% for EQ and 93% for OCB question airs. This value indicates question aires' resistance. To analyze normalization of collected data Kolmogrooff -Smernooof (KS) survey was used and normalization of data is conformed and to analyze data Parametrik tests were used. To test hypotheses Pearson correlation coefficient and SPSS software were used.

**Analytical findings**

**A: descriptive findings**

The result of the survey shows that from all 159 sample, 61% were male and 39% female, it means most respondents were male. In terms of age individuals have allocated between 25-35, 22.5% .35-45, 26.5%.45-55,33.5%, and individuals over 55 ,15.5 %.

Also in terms of employment background respondent were 25.5% individuals with below 5-years employment record, 45.5% of them between 5-10 years, 29% of them having more than 10 years background. The results of educational background also shows that only 3.4% of individuals have junior or college diploma 67.6% bachelor degree and 29% master of arts.

**B: Analyzing findings**

As aforementioned items, The analysis of the relation between EQ and OCB employees of sepah bank of Kermanshah city has investigated by Pearson's correlation test . The results of research hypotheses as is shown in the table 1 based on figure 1, referring to the person correlation coefficient as significance at error level smaller than %5 with confidence internal %95 it can be said that between all dimensions of EQ (self awareness, self management,, social awareness and contact management) and OCB, and finally there is a positive and significant relation between EQ and OCB. So all hypotheses are rejected and H1 hypotheses are accepted base on relation between EQ and OCB of employees of sepah bank of Kermanshah city. figure 1.

**Table 1. The correlation coefficient between the Emotional intelligence and OCB**

OCB	The relation between two variables	
0.37	Correlation coefficient	<b>self awareness</b>
0.000	Significance level	
Supported	Result	
0.48	Correlation coefficient	<b>self management</b>
0.000	Significance level	
Supported	Result	
0.58	Correlation coefficient	<b>Social awareness</b>
0.000	Significance level	
Supported	Result	
0.59	Correlation coefficient	<b>Contact management</b>
0.000	Significance level	
Supported	Result	
0.72	Correlation coefficient	<b>Emotional intelligence</b>
0.000	Significance level	
Supported	Result	

### **Conclusions and suggestions**

With respect to the main subject of this survey which is the analysis of relation between employees' EQ and OCB, the general results obtained from testing survey basic and secondary hypotheses, indicates general confirmation of assumed relation of the survey. In the other words, there weren't any evidences to reject four hypotheses based on the relation between indexes of self awareness, self management, social awareness and contact management with employees of sepah bank of Kermanshah city.

### **Suggestions**

It is worth to train conceptual and applied EQ foundations in its comprehensive structure and in group meetings, educational workshops and university's specialized websites to employees and professors. It should be emphasized on emotional qualifications to increase trans role behaviors and fascinating action to citizenship organization.

As in many expert's opinions individual's intelligence is not stable and a part of it is adoptive, as a result, we can improve and enhance it by person el's education. So holding courses educational workshops of EQ and improving individual's and social abilities, have harmony with localizing subjects and presenting applied examples of countrie's culture and abovementioned organization, it is useful to rehabilite employees and competitive advantage for organization.

It is suggested that this survey conducted in two steps, initial step is primarily and another step is after holding improvement emotional skills workshops and supra occupational employee's skills, and results of two steps be evaluated. In an applied and wider survey, the condition of relation between each dimensions of EQ and OCB indicated and relational diagram of EQ and also OCB depicted in dimensions level.

In the form separated surveys, the effective of all components and elements on OCB identified and designed plans to improve them.

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