

EMOTIONAL INTELLIGENCE AND THE ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN THE EMPLOYEES OF ESFAHAN MUNICIPALITY

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Abstract

The present research has been done with the purpose of determining the relationship between the emotional intelligence and the organizational attitudes among the Ifahan municipality's employees consisting of 2643 people, using the descriptive cohesion method .The statistic community in this research includes all the municipalities' 14 regions employees, besides deputies, and attributed organizations. Among all, some 329 people were selected using the random method, suitable to the volume and its sample formula. The tools used in this research were, emotional intelligence questionnaire, Shering (1999) and organizational citizenship behaviour podSakof (1990).In order to proportionate the questionnaires' text with the dominant organizational culture, the nominal permissive method has been used. Also the creditability of questionnaires based on the previous researches were reported as; 0.84 for the emotional intelligence and 0.88 for organizational citizenship behaviour which is a high credit for the measurement tool. To analyze information, the descriptive statistic (average, percentage, abundance distribution table) and presumptive census methods have been used. The information analysis results showed that there is a meaningful relation between the emotional intelligence and Altruism ($r=0.298$ and $p<0.01$), emotional intelligence and Sportsmanship ($r=0.527$ and $p<0.01$), emotional intelligence and Courtesy ($r=0.278$ and $p <0.01$), emotional intelligence and Conscientiousness ($r=0.542$ and $p< 0.01$) unlike the emotional intelligence and Civic virtue($r=0.107$ and $p<0.01$).Except for the emotional intelligence variant, concerning the area of service, no other differences were observed in other dimensions among the opinions of the answerers.

Keywords: emotional intelligence, organizational citizenship behaviour, municipality's employees

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1 INTRODUCTION

The emotional intelligence is one kind among other intelligences. It is referred to a collection of sciences and emotional and social abilities which efficiently affects the overall capabilities of an individual to respond the environmental necessities. If the employees do their tasks correctly but fail in their basic responsibility which means unsuccessful to control their emotional in the right way, none of their activities can be fully effective. As the studies show, the importance of the emotional intelligence is growing. It can forecast the success or failure. The evidences signify that emotional intelligence is the key element to a better performance, higher profit and good working groups. In fact, it seems that the promotion of people in an organization to some extent, increases the importance of the emotional intelligence [1]. Emotional intelligence is the ability of understanding agitations and sentiments to reach emotional that while helping a better speculation it can conclude a better recognition of emotions and emotional [2]. According to Mayer and Salovey the emotional intelligence is not only a positive characteristic, but combination of distinguished logical and emotional abilities that comparing the social intelligence, it pays more attention to the essential emotional issues to subside the personal and social problems of the people. Those with high emotional intelligence are different from others concerning satisfaction, enjoying the family environment and sharing others' feelings. Generally they are disciplined, warm, successful, motivated and optimistic. Broadly believes that emotional intelligence is a criterion to determine the ability of a person for understanding the others' emotions and accompanying their sentiments. Cooper explains emotional intelligence as; the ability of feeling, understanding and effective using of power and acuity of sensation as a source of energy, information, dependence and personal impression [3]. Daniel Goleman believes in two different methods of knowledge & information; Rational and Emotional styles. He describes the human's mental life as the interaction of both elements and believes that instead of ignoring the emotional, one must encounter them intelligently. We can motivate ourselves to encounter failures only through emotional intelligence by;

- Regulating mental and temperamental moods
- Postponement of the need satisfaction
- Avoiding bothersome thoughts
- Sympathizing others [4].

To summarize the above mentioned, we can offer the idea of Bar-on: The emotional intelligence is a collection of sciences and emotional abilities that largely affects our total capabilities to respond to our environmental needs efficiently. The collection includes:

- 1- Self recognition capability
- 2- Self understanding and the ability to express it
- 3- Understanding of others' situations and ability to express such understanding
- 4- The ability to face strong emotional and control shocks in self capability conforms to changes and solving problems with individual or social essence.

Concurrent with the termination of the ruling of classic thoughts and implemental management, attention to human and its existing dimensions increased and as a result the studies about the organizational behaviours were deepened and a new realm titled "Organizational citizenship behaviours" was brought up among many thinkers. The "organizational citizenship behaviour s" is referred to the cooperation that increases the production and efficiency, beneficial to the organization but not scheduled. Organ 1988 describes it as follows: The "organizational citizenship behaviour s" are the employee's arbitrary behaviour that upgrades the organization's functional operations, but it is not officially rewarded directly or indirectly [5]. The meaning of arbitrary is that, such behaviours are not considered as the essential duties of the employees [6].

Organ believes that it is a kind of attitude not part of a job and adopted by the person so ignoring it would not lead to punishment [7]. Ketz describes the organizational citizenship behaviour as functions beyond the duties of staff but necessary and effective [8]. Of course there are some programs to reward those whose acts comply with the organizational citizenship behaviours, but in some private companies they are more supported [9]. Chichun believes that the organizational citizenship behaviour is those behaviours done willingly and with insight that enhances the effective outcome of the organization, but not appreciated outright and directly [10].

Organizational citizenship behaviour is over duties and cause positive impact on the employees [11]. Rotundo & Sackett 2002 believe that the organizational citizenship behaviour are individual actions, incorporated with the physical and social environment, upgrading the organizational goals [12]. Organizational citizenship behaviour are those actions that include assistance to other employees to accomplish an activity, to present useful comments or suggestions and to offer positive feed backs for the job [13]. Bateman & Organ explain that the meaning of organizational citizenship behaviour expresses the useful organizational acts

accomplished deliberately [14]. Most organizational citizenship behaviours' criteria are the reflections of job positive behaviours as well [15]. Organizational citizenship behaviour have diverse dimensions and every scientist refers to special parts, but what are mostly and unanimously confirmed by researchers are the dimensions that Organ (1988) has mentioned. He describes five dimensions as the organizational citizenship behaviours:

1. **Altruism**, as insight behaviours that include special assistance to others relevant to the organizational difficulties,
2. **Sportsmanship**, refers to the tendency of employees to sufferance against desirable situations without complain, objection and dissatisfaction,
3. **Civic virtue**, constructive partnership in organization's function, regarding the organization's policy which includes; attitudes like attendance in extracurricular activities, where the attendance is not necessary, supporting the offered changes and development process by the managers and inclination and willingness to study books, magazines, promoting general information and caring about fixing posters and announcements for others information Courtesy, are the arbitrary actions which prevents problems with others while working, it signifies the treatments with colleagues, supervisors and clients of the organization,
4. **Conscientiousness**, is referred to arbitrary actions beyond job necessities, duties and ethics [8].

There are other studies about organizational citizenship behaviour and emotional intelligence, affecting on organizational citizenship behaviour by sentimental intelligence, including the role of sentimental commitment [16], the relation of emotional with voluntarily job behaviours (organizational citizenship behaviour and counter organizational citizenship behaviour [17], managers' impression of sentimental intelligence on reliance and citizenship behaviours of employees [18], the relation between sentimental commitment and organizational citizenship behaviour and its moderation role from emotional intelligence [19], the relation between emotional intelligence and organizational citizenship behaviour [20], the relation between emotional intelligence and evolutionary management and organizational citizenship behaviour [21], the relative relationship between organizational citizenship behaviour and emotional intelligence (Jain 2009), survey of the relationship between the organizational citizenship behaviour and emotional intelligence [22], organizational citizenship behaviour and

emotional intelligence [23], cohesion of behaviour and emotional intelligence in a private university [24] and an analytical study about the relation between organizational citizenship behaviour and emotional intelligence [25] are amongst the relevant studies.

2 METHODOLOGY

This is cohesion descriptive research. The statistic community consists of all the employees of Esfahan Municipality with the total of 2643 people, among which, 329 people were selected using the random sampling system suitable with volume. The tools utilized were the Shering's (1994) questionnaire including 33 questions and Podsakf and colleagues' (1990) questionnaire of organizational citizenship behaviour including 24 questions. The analytical result in this research was accomplished in two descriptive and deductive levels, using SPSS statistic software version 18. In descriptive part, statistic characteristics such as; abundance, percentage, average and index deviation and in deductive part, multiple regression tests, Pierson cohesion coefficient, t-test and Variance analytic test were used.

3 FINDINGS

3.1 Main Question

Is there any relationship between the emotional intelligence and organizational citizenship behaviours?

According to the results of the research, there is a relation between emotional intelligence and organizational citizenship behaviour. The analyses showed that there was a relation between all indexes of the organizational citizenship behaviour (Altruism, Sportsmanship, Courtesy/respect and Conscientiousness) and emotional intelligence except for the Civic virtue. We can there for say that, employees with positive temperament and high emotional intelligence, are mostly sociable and this factor enhances their positive sentimental moods and as a result, their inclination to do organizational citizenship behaviour will be increased as well as creating a good feeling in the person which finally leads to a stable positive mood. This consequence is conformed to the research results of; Hadizadeh & Farajian (2008), Sohrabizadeh & colleagues (2010), George (1991), Estoo & colleagues (1994), Abraham (1999), Fox & Expector (2001), Vang & Lov (2002), Refler (2004), Carmeli & colleagues (2005), Solan (2008), Modassir (2008), Jain (2009), Korkmaz (2009), James & colleagues (2010), Nolley (2011) and Yaghubi & et al.

3.2 Sub Question

1- Is there any relation between emotional intelligence and Altruism, Sportsmanship, Civic virtue, Courtesy and Conscientiousness among employees?

Table 1, the cohesion coefficient between the emotional intelligence and Altruism

Forecast Variant	Cohesion Coefficient	Cohesion coefficient square	Meaningful Level
Altruism	0.298	0.089	0.001
Sportsmanship	0.527	0.278	0.001
Civic virtue	0.107	0.011	0.001
Courtesy	0.278	0.077	0.001
Conscientiousness	0.542	0.0249	0.001

$p < 0.01$

Table 1 findings show that cohesion coefficient between the emotional intelligence and Altruism is meaningful. According to determination coefficient (r^2) $3/8$, variance percent of emotional intelligence and Altruism are the same, so it confirms the first question of the relationship between emotional intelligence and Altruism. Table 1 findings show that cohesion coefficient between the emotional intelligence and Sportsmanship is meaningful. According to determination coefficient (r^2) $27/8$, variance percent of emotional intelligence and Sportsmanship are the same, so it confirms the second question of the relationship between emotional intelligence and Altruism. Table 1 findings show that cohesion coefficient between the emotional intelligence and Civic virtue is not meaningful, so it does not confirm the third question based on the relationship between the emotional intelligence and Civic virtue. Table 1 findings show that cohesion coefficient between the emotional intelligence and Courtesy is meaningful. According to determination coefficient (r^2) $7/7$, variance percent of emotional intelligence and Sportsmanship are the same, so it confirms the fourth question of the relationship between emotional intelligence and Courtesy. Table 1 findings show that cohesion coefficient between the emotional intelligence and Conscientiousness is meaningful. According to determination coefficient (r^2) $29/4$, variance percent of emotional intelligence and Conscientiousness are the same, so it confirms the fifth question of the relationship between emotional intelligence and Altruism.

2- Is there any difference between the level of emotional intelligence and organizational citizenship behaviour of employees based on the sociological variants (sex, education, age, service record & service place)?

Table 2 A comparisons between the average scores of emotional intelligence and organizational citizenship behaviour based on sex

Statistic index variants	Sex	average	Criterion deviation	T	p
Emotional intelligence	Man	113.70	13.53	0.5060.617	
	Woman	112.23	12.63		
Organizational citizenship behaviours	Man	93.02	11.10	-0.0440.965	
	Woman	93.13	10.46		

Findings of table 2 indicates that the “T” in $p < 0.05$ is not meaningful for emotional intelligence and organizational citizenship behaviour based on sex. It means that there is not a meaningful variant between men and women.

Table 3, A) comparisons between the average scores of emotional intelligence and organizational citizenship behaviour based on education

Statistic index variants	education	average	Criterion deviation	F	p
Emotional intelligence	License	109.45	13.58	0.829	0.50
	Diploma	112.56	14.64		
	Associate of arts	116.07	10.61		
	BA	113.53	13.63		
	MA & above	114.45	14.01		
Organizational citizenship behaviours	License	93.05	8.54	8	
	Diploma	92.35	11.09		
	Associate of arts	94.63	8.91		
	BA	92.88	11.96		
	MA & above	90.66	13.08		

Findings of table 3 indicates that the amount of “F” in $p < 0.05$ is not meaningful for emotional intelligence and organizational citizenship behaviour based on education. It means that there is not a meaningful variant between the opinions of employees with different levels of education.

Table 4, A) comparison between the average scores of emotional intelligence and organizational citizenship behaviour based on age.

Statistic index variants	Age	average	Criterion deviation	F	p
Emotional intelligence	20-30	113.36	13.58		
	31-40	113.9	14.64		
	41-50	113.97	10.61		
	Over 50	115.82	13.63	0.222	
Organizational citizenship behaviours	20-30	94.17	14.01		0.8
	31-40	91.21	8.54	81	
	41-50	93.91	11.09		
	Over50	93.82	8.91		
					1.424
				36	

Findings of table 4 indicates that the amount of “F” in $p < 0.05$ is not meaningful for emotional intelligence and organizational citizenship behaviour based on age. It means that there is not a meaningful variant between the opinions of employees with different ages.

Table 5, A) comparison between the average scores of emotional intelligence and organizational citizenship behaviour based on service record

Statistic index variants	Service record	average	Criterion deviation
Emotional intelligence	1-5	112	13.87
	years	114.14	13.83
	6-15 ---	113.62	13.53
	--		
	11-20--		
Organizational citizenship	---		
	Over	115.65	10.65
	20	93.23	8.70
	1-5	92.32	10.06
	years	91.18	12.06
citizenship	6-10----	95.60	10.76

behaviours --
11-20--
--
Over20

Findings of table 5 indicates that the amount of “F” in $p < 0.05$ is not meaningful for emotional intelligence and organizational citizenship behaviour based on service record. It means that there is not a meaningful variant between the opinions of employees with different service records.

Table 6, A) comparison between the average scores of emotional intelligence and organizational citizenship behaviour based on the region of service place

Statistic index variants	region of service place	average	Criterion deviation	F	p	
emotional intelligence	1	106.96	13.44			
	5	113	17.15			
	7	115.37	10.42			
	11	117.86	8.92			
	12	116.25	10.21			
	Central municipality	115	14.40	2.344		
	Urbanism	108.66	15.89		0.0	
	Traffic	109	17.81	19		
	organizational citizenship behaviour	1	91.45	8.12		
		5	91.14	15.90		
		7	92.80	12.17		
		11	96.14	7.75		
12		96.25	9.83			
Central municipality		91.10	8.72	1.47		
Urbanism	91.06	9.13		0.0		
Traffic	91.83	10.64	16			

Findings of table 6 indicates that the amount of “F” in $p < 0.05$ is meaningful for emotional intelligence and organizational citizenship behaviour based on service place. It means that there is a meaningful variant between the opinions of employees with different service places.

Table7: Dual comparison of emotional intelligence of employees based on the area of service place

The area of Average Meaningful

service place	difference	level
District 1	-8.41	0.010
district 7		
District 1	-10.90	0.001
district 11		
District 1	-9.28	0.006
district 12	9.20	0.019
District 1	8.86	0.018
urbanism		
District 1		
traffic		

4 DISCUSSION AND CONCLUSION

This research has verified the relationship between emotional intelligence and organizational citizenship behaviour. The organizational citizenship behaviour includes dimensions such as; friendship, Sportsmanship, Civic virtue, Courtesy and Conscientiousness. Reviewing the consequences of research and its relevant discussions about each question we come up with the result that there is a relation between employees' emotional intelligence and organizational citizenship behaviour. Analyses showed that among all indexes of organizational citizenship behaviour (Altruism, Sportsmanship, Courtesy and Conscientiousness) with the emotional intelligence except Civic virtue index there is a relation, therefore, it can be said that, the employees with high emotional intelligence and positive temperament are frequently sociable and this will increase their positive sentimental moods so as a result their inclination to do the organizational citizenship behaviour will be increased.

Organizational citizenship behaviour will also create good feeling that will finally lead to stability in an individual in a positive sentimental mood. This deduction is conformed to the results achieved by; Hadizadeh & Farajian (1387), Fox & Spector (2001), Refler (2004), Carmeli & colleagues (2005), Solan (2008), Modassir (2008), Jain (2009), Korkmaz (2009), James & colleagues (2010), Nolley (2011) and Yaghubi & colleagues (2011). The result of Hadizadeh & Farajians' research signifies that the emotional intelligence can impress the employees' organizational citizenship behaviours. Fox & Spector as well reached to the conclusion that, emotional intelligence plays a key role in volunteer's attitudes and manipulating the emotional

can increase and decrease the volunteer's job attitudes, also negative emotional causes enhancement of anti-citizenship behaviours, unlike the positive emotional that cause intensification in organizational citizenship behaviours.

In Refler's research we can also see that managers with high acuity had employees with high organizational citizenship behaviours, while they were more reliant to his managerial style. The result of Carmeli & colleagues' research defines a meaningful interaction between the emotional intelligence and commitment in forecasting the organizational citizenship behaviours, in other words, the research explains that, the relationship between commitment and organizational citizenship behaviour is stronger for those with higher emotional intelligence.

In Solan's research, the relationship between emotional intelligence and organizational citizenship behaviour is evaluated stronger. The result of Modassir's research approves the existence of a meaningful relation between emotional intelligence and organizational citizenship behaviour's dimensions. Jain as well reports the existence of a rather stronger relation between emotional intelligence and organizational citizenship behaviour.

Korkmaz also believes that the emotional intelligence is meaningfully attached to the organizational citizenship behaviour dimensions. Also James research explains that organizational citizenship behaviour has positive cohesion with the emotional intelligence. Nolley discovered the nature of the relation between the organizational citizenship behaviour and emotional intelligence and showed that it has a positive cohesion.

The result of Yaghubi & colleagues' research indicated that the meaning of emotional intelligence and organizational citizenship behaviour are related and believe that the emotional intelligence makes the people sensitive to their colleagues' emotional moods, events and communications and helps them communicate with one another. People with emotional intelligence can defuse personal, mental and organizational tensions via conflicts reduction, betterment of relations, cognition, stability enhancement, consistency and compatibility and as a result they can show more friendly and humanistic behaviours. The emotional intelligence is a series of skills, talents and unrecognized capabilities to increase the success ability of an individual against environmental stress and expedience.

Emotional intelligence is connected to the ability of self recognition and others (self knowing and other people's), communicating with people and compatibility of an individual with his/her environment. Those with high emotional intelligence, not only are able prioritize realistic and

challenging ambitions, but also they can balance sentiments and wisdom while decision making. In other words, they are self control and do not permit unpleasant conditions to dominate them and try to manage the situation without being impressed.

One of the products of emotional intelligence is accommodation of relations between individuals and as a result, establishment of successful organizational or social groups. The main part of relationships establishment art is controlling of self and others' emotions. Those with high potential and skill, act well against whatever related to calm reaction with others. Looking at problems from others' point of view breaks the fanatic mental structures, hence, paves the way for sufferance accepting differences. In a society with progressive multiplicity inclinations, there are high demands for such capabilities more than any time else because people will have a chance to respectfully interact one another with a possibility of fruitful social transactions. Clever people with high emotional intelligence, act above their minimum necessary duties to be more successful, that's why they try hard with more creative initiations. They are ready to sacrifice and work harder more than what they are expected to meet their desires and as a result, the organization will benefit more and develop above expectations because the progress and success of the company is in pledge of severe and endeavour works of its employees.

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