

THE ROLE OF COMPONENTS EMOTIONAL INTELLIGENCE TO IMPROVE ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN SADERAT BANK OF SISTAN AND BALUCHESTAN

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Abstract: This article has studied the role of components emotional intelligence to improve organizational citizenship behavior in Saderat Bank of Sistan and Baluchestan. For this purpose, banks staff in Sistan and Baluchestan city was studied as the statistical population, the randomized sampling method was employed and the statistical population of the study was calculated by Morgan's Table to be 346. This is a descriptive-survey study of correlation type and causative nature. The tools of acquiring information were two questionnaires of Bradbury and Graves' (1999) Emotional intelligence, and Podsakoff's (2000) Organizational Citizenship Behavior which were distributed among the respondents after testing their validity and reliability. The findings of the study were tested on LISREL Software. Cronbach's Alpha coefficients for the emotional intelligence questionnaire, and organizational citizenship behavior questionnaire were 0.874, and 0.813, respectively. Also, the results of testing the hypotheses indicate that all the dimensions of emotional intelligence have a direct and significant effect on the outbreak of organizational citizenship behavior among the bank staff in Sistan and Baluchestan city. The final result is indicative of the effect of emotional intelligence on the organizational citizenship behavior of the bank staff in Sistan and Baluchestan.

Keywords: Emotional intelligence, organizational citizenship behavior, the bank staff.

INTRODUCTION

Doubtless, nowadays one of the most vital, stressful, and stress jobs is related to patients and their treatment, or banks, centers. The staffs in these centers and organizations working daily or circadian encounter a lot of visitors. Showing appropriate and right behaviors to the visitors (customer) and colleagues becomes more necessary for the bank staff compared to other organizations, because most of the visitors of the banks are in a poor mental state, and the job and mental stresses are great in these environments. Then, in order to improve the behaviors, and communications of the staff, and to avoid undermining the staff, and the increased level of service to patients, and other visitors, and further, to create strong incentives to the staff for the realization of the organizational goals (the increased level of services in the banks, and the visitors' consent), the necessity of strengthening, and even institutionalization of the spirits such as loyalty, altruism,

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respect, empathy, ... is observed. One of the growing concepts which are related to these extra-role behaviors is the "Organizational citizenship behavior" which has caught the attention of many scholars, nowadays. So, by this effective factor which improves the organization's performance, particularly among the service organizations; the man, as an organizational citizen, is encouraged to transcend the official duties; which, it requires a kind of a superior intelligence beyond the general intelligence among the individuals. So, in line of these extra-role behaviors, many internal and external factors are involved; in the meantime, despite their great importance, the internal factors have received little attention. One of the influential internal factors is the "emotional intelligence" of the staff. This quotient involves the individuals' emotional side which effect in the organizations has less been studied. In fact, this article will try to study the effects of the individuals' emotional sides on the organizational citizenship behavior in the banks (which mainly attempt to provide satisfactory services). The emotional intelligence has many aspects which throughout the article will be dealt with according to the experts. Now, to study the effect of emotional intelligence on the organizational citizenship behavior, the dimensions of the emotional intelligence are considered according to Daniel Golman's Model. The dimensions are: consciousness, self-management, social awareness and relationship management. The influence of these factors on the organizational citizenship behavior will be individually studied in the banks of Sistan and Baluchestan. The staffs with a higher level of emotional intelligence set up and manage their own emotions and the others' emotions more skillfully in order to create positive interactions. Then, it leads to a higher level of organizational citizenship behavior, and consequently a higher level of job performance (Wang and Love, 2002). So, by considering the views of the experts such as Wang and Love, it can be inferred that in the job place, the staff who have a higher level of emotional intelligence can manage the events more cleverly and tactfully, listen to others, well sympathize with them, and make friendly and intimate relationships with others in their Personal life and career. So in the meantime, we should seek the effect of the emotional intelligence on the outbreak of the extra-role behaviors; which, the importance and necessity of these behaviors are partly explained by the bank staff. In fact, this article seeks to answer the following questions. The main question is that whether the emotional intelligence influences the organizational citizenship behavior of the bank staff in Sistan and Baluchestan?

RESEARCH LITERATURE

The Emotional Intelligence

Maybe it can be said that the discussion on the emotional intelligence began 2000 years ago, when Plato wrote that all learning has an emotional basis (Freeman, 2003).

Since that time, the scientists and philosophers have been working on this subject to prove or disprove the importance of the emotions. Also, Aristotle says: "It is easy to become furious. All can get furious. But it is not easy to get furious at the right person, to the right extent, in the right time, and for the right reason!"

The emotional intelligence is rooted in the concept of social quotient, which was first proposed by Thorndike on 1920. According to him, the social quotient is the ability to understand and manage people in human relations (Hadizadeh Moghadam and Farajeevan, 2008). Wexler was another theorist who considered the different aspects of quotient. On 1940, he proposed the idea of none-intellective and intellective elements. According to him, the non-intellective elements are the emotional, personal, and social elements. Also, he stated that the non-intellective abilities are necessary for the prediction of an individual's success in life (Cherniss, 2000, quoted from Alvani and Dadeh Beigi, 20007).

On 1984, Leeper also believed that the emotional thinking is part of the rational thinking, which helps the rational thinking, or in broader meaning the intelligence (Jalali, 2002).

At the beginning of 1980, the researches began to systematically conceptualize the idea of emotional intelligence. The most famous concepts were Gardner's (1983) Intrapersonal and Interpersonal Intelligence, Steiner's (1984) Studies on the emotional literacy which become the building stones for the word which Salovey and Mayer called the emotional intelligence on 1989-1990 (Hadizadeh Mogham and et. al., 2008). According to them, the emotional intelligence, being a from social quotient, is indicative of the ability to control the emotions of one's own and others, to discriminate between them, and to use this information to guide thought and action.

Bar-on (1997) regards the emotional intelligence as an important factor of the individuals' efflorescence of capabilities to gain success in their lives, and relates it to the individuals' emotional symptoms and mental health (Moshbekhi and Shojaee, 2009).

Golman's Model of Emotional Intelligence

In Golman's Model, the "emotional intelligence abilities" are expressed in the form of four types of personal and social abilities as the following:

1. "Consciousness", the ability to understand the strengths weaknesses;
2. "Self-management", the ability to control the internal moods, tensions and capabilities;
3. "The social awareness": the ability to understand people and groups;
4. "The relationship management": the ability to create favorable reactions in others;

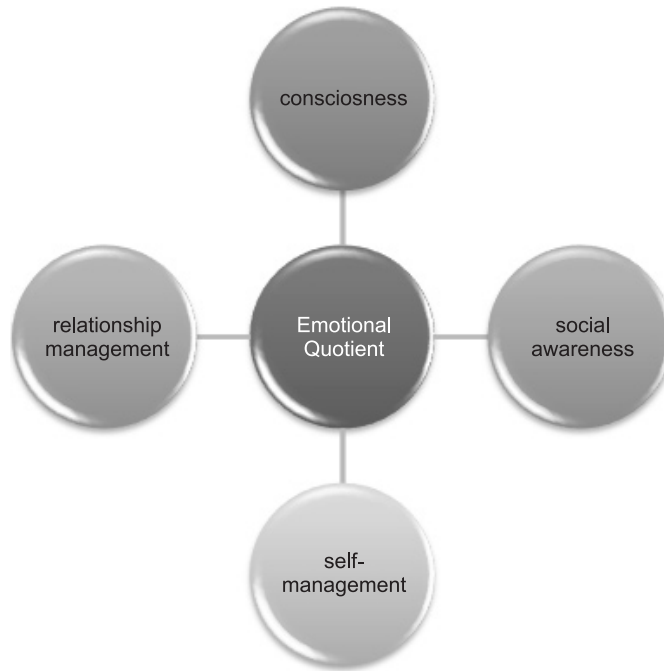


Figure 1: Golman's Model of Emotional intelligence

The personal abilities consist of “consciousness” and “self-management”, and the social abilities consist of social awareness, and the relationship management.

The Personal Abilities

Consciousness: is the ability to understand the moods, and emotions (Malcolm, 2003) and leveraging so that the others are affected (Golman, 1998; Victor, 1999). Consciousness is to have a deep understanding of one's own feelings, forces, weaknesses, needs, and drives (M.Afzalvar, 2003).

Self-management: The ability to control one's own feeling; it is an ability which is based on consciousness. This skill refers to the individual's capacity to relieve him, and to keep off the common anxieties, depressions, or impatience, or resulted from failure (M.Afzalvar, 2003).

The Social Abilities

Social awareness: to understand the others' thoughts and feelings, this is compromised of showing sympathy in all personal, group, and organizational levels (Golman, 1998). The individuals in possession of this skill know exactly that their speech and action influences the others; also, they know that if their behavior has

negative effects, they should change it. Empathy is a typical social skill. Empathy is the ability to enter into the others' feelings, or the ability to understand the staff feeling in the process of intelligent personal or group decision-making.

Relationship management: is the ability to maintain effective, clear and satisfying communications and interactions, cooperation, group work, the reconciliation and the creation of strong bonds between the people. This skill can be adopted to open passions and resolve conflicts (Golman, 1998).

Organizational Citizenship Behavior

The concept first introduced by Batman and Organ in the early 1980s to the world of science. However, people like them Katz and Kahn before surveyed it with the distinction between the role performance and innovative and spontaneous behaviors in the seventies and eighties and also before them, people like Chester Barnard by introducing the concept of willingness to cooperate in 1938 reviewed this issue. (Tabarsa and Mirzadeh, 2010).

Basic research in the field of organizational citizenship behavior was done to identify the responsibilities and behaviors that employees had in organization, but it was often overlooked. Despite these behaviors were measured incompletely in traditional evaluation of job performance or even sometimes were neglected, but were effective in improving organizational effectiveness. (Bistouk et. al., 2003; 360). These actions that occur in the workplace are defined as:

A set of voluntary behaviors that are not part of the official duties of the individual, but despite this fact, it is done by the person and causes an effective improvement of tasks and role of organization (Eslami and Sayar, 2007).

According to Organ (1988), organizational citizenship behavior is a spontaneous and conscious behavior that is not envisaged directly or explicitly by the formal reward system, but generally improve performance. By spontaneous and conscious it means that this behavior is not the need for mandatory role or job description, but most of this behavior is a personal choice and is not punitive if it is no done. (Alessia, 2008).

Also, the organizational citizenship behavior is defined as behavior that enhances the effectiveness of the organization's objectives by helping the social and psychological environment. (Ratendo and Saket, 2002).

Theoretical Frameworks

According to the theorists, the emotional intelligence is an effective variable on the individuals' attitude, behavior, and performance in the organization; and, the organizational citizenship behavior is also a stimulant for the positive job relationships, and the realization of the organizational goals. Different studies

have shown the effect of many of the variables of these two concepts on each other, and their direct and indirect relationships. This article theoretically studies the relationship between the two variables of the emotional intelligence, and the organizational citizenship behavior. The study model is represented on the diagram below.

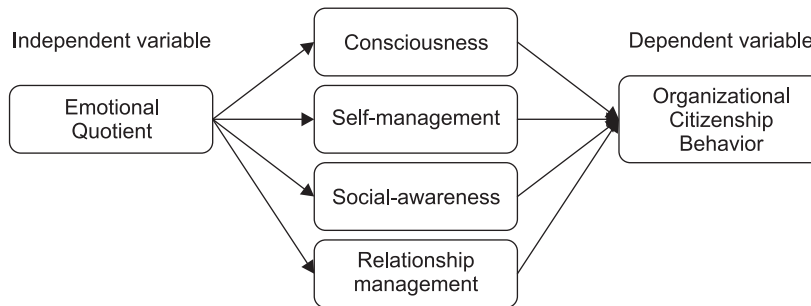


Figure 2: Theoretical Framework of the Study

Study Hypothesis

1. The emotional intelligence of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.
2. The consciousness of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.
3. The self-management of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.
4. The social-awareness of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.
5. The relationship management of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.

METHODOLOGY

This study for its purpose is an applied one, and for its data gathering method is a survey one. The descriptive method aims to describe the conditions or phenomena under study. The survey method, being a sub-class of the descriptive method aims to study the distribution of the properties among the statistical population. To describe the sample properties, firstly, the gathered data are summarized and classified by using the indices of descriptive statistics. Then, by using the indexes of inferential statistics (Regression coefficients), we test the validity of the hypotheses. In this article, to gather information on the theoretical foundations and literature, the library studies, and the university articles and magazines have been employed. Also, to

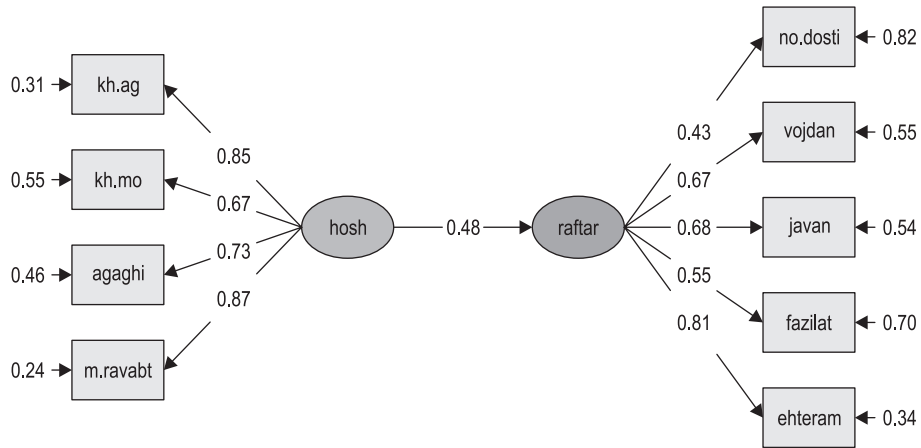
collect data of the statistical information of testing the study hypotheses the filed method (questionnaire) and the method of inquiry in the statistical sample were employed. Bradbury and Graves' (1999) Questionnaire of emotional intelligence, and Padskof's Questionnaire of organizational citizenship Behavior were employed which whose reliability have also been confirmed (>0.7). The statistical population in this study involves banks staff in Sistan and Baluchestan who amount to 3320 people who are working in bankss of Sistan and Baluchestan. According to Morgan's Table the sample volume was calculated to be 346. The same numbers of questionnaires were distributed among the selected staff, of which 330 questionnaires were handed back. In this article, since the people of the statistical population under study are classified in to some strata which are homogeneous in terms of their properties (organizational units), the stratified random sampling method will be employed; and, inside each strata the simple randomized sampling method is applied. After data gathering, they are analyzed by using LISREL Software.

Findings

To perform the regression test on the variables, it is necessary to study the fitness of the comprehensive research model at first hand. If it is validated, then it is possible to evaluate the structural model. According to the results on Table 1, since all model indices fit the standard range, then all the general fitness criteria of the comprehensive research model enjoy appropriate fitness, and in this way, the comprehensive research model is apt for the research regression test (Figures 3, and 4). In general, if the t -value is greater than $|1.96|$ or $|2.57|$, the effect of the intended structure on the other one on the error standard of 5%, and on the error standard of 1% will be statistically significant (Koufteros, 1999).

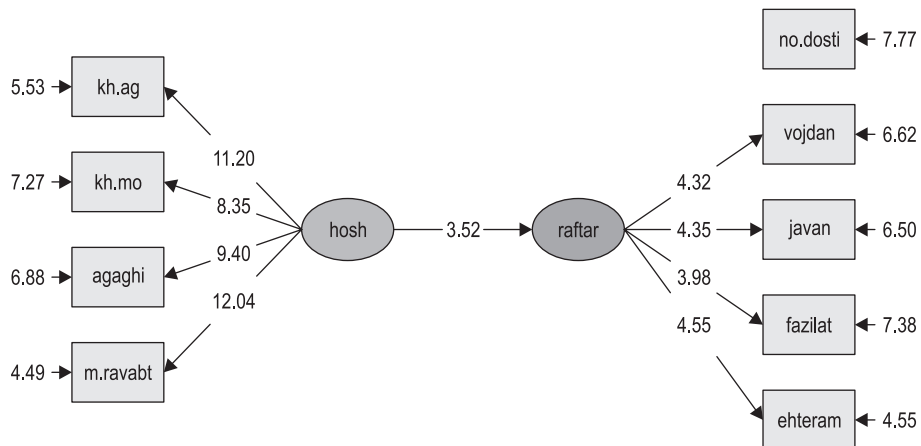
TABLE 1: THE COMPREHENSIVE MODEL FIT INDICES

<i>Statistics of the basic research model</i>	<i>Acceptance Criteria</i>	<i>Index of Fitness</i>
$\chi^2 = 101.56, df = 36$	$\chi^2 \leq 3 df$	χ^2 (Chi Square)
2.82	$\chi^2/df \leq 3$	χ^2/df
0.076	$RMSEA \leq 0.08$	RMSEA
0.92	$0.90 \leq NNFI$	NNFI
0.89	$0.90 \leq CFI$	CFI
0.86	$0.80 \leq GFI$	GFI
0.85	$0.85 \leq AGFI$	AGFI



Chi-Square = 101.55, df = 36, P-value = 0.00000, RMSEA = 0.0768

Figure 3: The standard comprehensive research model



Chi-Square = 101.55, df = 36, P-value = 0.00000, RMSEA = 0.0768

Figure 4: The significant (T-value) comprehensive research model

Hypotheses Analysis based on Factor Analysis Model

Main Hypotheses: The emotional intelligence of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.

H₀: The emotional intelligence of the bank staff in Sistan and Baluchestan isn't influences their organizational citizenship behavior.

H₁: The emotional intelligence of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.

According to Figures 3 and 4 which show the standard and significant comprehensive research models, it can be concluded that because the resulted *t*-score (3.52) is greater than 1.96, then the emotional intelligence influences the organizational citizenship behavior of the bank staff in Sistan and Baluchestan; it means that the H_0 hypothesis is rejected, and H_1 hypothesis is confirmed.

Sub-Hypotheses 1: The consciousness of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.

H_0 : The consciousness of the bank staff in Sistan and Baluchestan isn't influences their organizational citizenship behavior.

H_1 : The consciousness of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.

According to Figures 3 and 4 which show the standard and significant comprehensive research models, it can be concluded that because the resulted *t*-score (11.20) is greater than 1.96, then the consciousness influences the organizational citizenship behavior of the bank staff in Sistan and Baluchestan; it means that the H_0 hypothesis is rejected, and H_1 hypothesis is confirmed.

Sub-Hypotheses 2: The self-management of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.

H_0 : The self-management of the bank staff in Sistan and Baluchestan isn't influences their organizational citizenship behavior.

H_1 : The self-management of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.

According to Figures 3 and 4 which show the standard and significant comprehensive research models, it can be concluded that because the resulted *t*-score (8.38) is greater than 1.96, then the self-management influences the organizational citizenship behavior of the bank staff in Sistan and Baluchestan; it means that the H_0 hypothesis is rejected, and H_1 hypothesis is confirmed.

Sub-Hypotheses 3: The social-awareness of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.

H_0 : The social-awareness of the bank staff in Sistan and Baluchestan isn't influences their organizational citizenship behavior.

H_1 : The self-management of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.

According to figures2 and 3 which show the standard and significant comprehensive research models, it can be concluded that because the resulted *t*-score (9.40) is greater than 1.96, then the social-awareness influences the organizational citizenship behavior of the bank staff in Sistan and Baluchestan; it means that the H_0 hypothesis is rejected, and H_1 hypothesis is confirmed.

Sub-Hypotheses 4: The relationship management of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.

H₀: The relationship management of the bank staff in Sistan and Baluchestan isn't influences their organizational citizenship behavior.

H₁: The relationship management of the bank staff in Sistan and Baluchestan influences their organizational citizenship behavior.

According to Figures 3 and 4 which show the standard and significant comprehensive research models, it can be concluded that because the resulted *t*-score (12.04) is greater than 1.96, then the relationship management influences the organizational citizenship behavior of the bank staff in Sistan and Baluchestan; it means that the H₀ hypothesis is rejected, and H₁ hypothesis is confirmed.

To study the significance of the model coefficients, it is necessary to show the *t*-score on each path. The T-values and the path coefficients in the model are shown on Table 2 below.

TABLE 2: THE COEFFICIENTS OF THE PATHS, AND T-SCORE OF THE PROVEN CONCEPTUAL MODEL

<i>Path</i>	<i>Coefficient</i>	<i>t-score</i>	<i>Confirmation status</i>
Consciousness → emotional intelligence → OCB	0.83	11.20	confirmed
Self-management → emotional intelligence → OCB	0.67	8.38	confirmed
Social-awareness → emotional intelligence → OCB	0.73	9.40	confirmed
Relationships management → emotional intelligence → OCB	0.87	12.04	confirmed
Emotional intelligence → OCB	0.48	3.52	confirmed

Now, it can be concluded based on the significance coefficients and figures, and the relationships between the variables that all the study hypotheses are confirmed.

DISCUSSION AND RESULTS

By studying the hypotheses and intended results on Tables 1, and 2 and Diagrams 2, and 3, it can be concluded that one of the variables which helps the staff to have OBC, and satisfy their visitors is the emotional intelligence. Of course, by regressive studying of each dimension of the emotional intelligence, and their effect on the organizational citizenship behavior, a strong and significant correlation between these dimensions and the organizational citizenship behavior is observable. Still, studying the correlation between the emotional intelligence and dimensions of the organizational citizenship behavior shows a regressive and linear relationship between these factors. But, the point here is that the value of correlation between the emotional intelligence and the dimensions of organizational citizenship behavior are weaker than the correlation between the dimensions of the emotional intelligence and the organizational citizenship behavior; which, it is predictable; because, due to the precedence of the emotional intelligence to the organizational citizenship

behavior, the correlation type between the dimensions of the organizational citizenship behavior and the emotional intelligence will be recessive. The results of the major study hypotheses are in line with the studies by Solan (2009), Ooslami (2009), Shafel & et. al., (2009), Richards (2010), Yarmohamadi Monfared & et. al., (2012), Eidi & et al., (2013), Hio & He (2012), Maleki & et. al., (2013), and Chiah & Shirel (2013).

According to the intended data and results, some suggestions have been provided. Here, some of them are presented to the scholars and the managers of organizational in order to further than improving the levels of emotional intelligence and organizational citizenship behavior in the staff, new approaches in this field become available to the scholars and managers.

- In general, the results of testing the hypotheses come from the positive effect of the emotional intelligence on the organizational citizenship behavior. In this respect to benefit from the voluntarily and extra-role behaviors in the banks and medical centers, the variables of the emotional intelligence in the bank staff, in particular for those who are in direct contact with the patients, can be reinforced.
- For this reason, the banks should at the beginning and at the beginning of employment consider these emotional capabilities, and then by inducting the atmosphere of organizational culture based on cooperation and empathy, increase its sociability.
- It is suggested that a guideline of emotional eligibility and the organizational citizenship behaviors be codified which can influence the job promotion, and the bank staff promotion system, and be executed. The bank managers can on specific occasions, honor and pay tribute to the people who in their career have made positive and effective relationships, and by showing extra-role behaviors have gained acceptably the satisfaction of their patients and colleagues. By so doing, the intended person will be encouraged to continue this behavior; and, a model is provided for the rest of the staff.
- By pre-service or in-service training classes, job seminars on the control of negative emotions, and stresses, and acquiring the skills of emotional intelligence, the banks and other organizations can create the organizational citizenship behavior in the staff; by so doing the visitors satisfaction is gained; which, it results in the better performance of the banks.

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