



# Is the relationship between relationship management dimension of emotional intelligence and organizational citizenship behavior?

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## ABSTRACT

**Objective:** The purpose of this study is to examine the relationship management dimension of emotional intelligence and organizational citizenship behavior among employees and faculty members of Islamic Azad University of Shirvan. **Methodology:** In terms of objectives, this study is an applied one and regarding the method it is a descriptive survey, and with respect to statistics is co-relational. Since the population was small, we utilized the total number method to be more precise in sampling. Out of 116 subjects only 100 ones answered the questionnaires. To measure the emotional intelligence Gladson standard questionnaire (2009) was used. To measure the organizational citizenship behavior Marcozy and Zin standard questionnaire was used which included 27 questions. Reliability of the emotional intelligence and organizational citizenship behavior were calculated according to Cronbach's alpha which were 0.77 and 0.87 respectively. Descriptive and inferential statistics were used to interpret collected data. To describe the data mean, standard deviation, minimum and maximum were used. In inferential statistics Pearson co-relational test, K-S test, t- test and multiple regressions were applied. **Results:** The results of inferential statistics have shown that there is a significant relationship between relationship management dimension of emotional intelligence and organizational citizenship behavior among employees and faculty members of Islamic Azad University of Shirvan with 99 percent precision. **Conclusion:** The results of independent t-test indicate that there is not a significant relationship between the size of organizational citizenship behavior and employees and faculty members.

## 1. Introduction

In today's world things are changing so rapidly. This requires innovation, flexibility, exploitation and accountability to increase organizations success and survival. Thus, novel standards should be defined and implemented for organizations to deal with global challenges and pave the way for the employees to be equipped with the most appropriate and functional skills as well.

Therefore, psychologists stressed that employees of organization meet the obligations beyond their official responsibilities. This notion will be of high importance regarding the increased and face to face interaction with customers and nature of services (Pooja & Rastogi, 2006). One of the skills which can help employees is organizational citizenship behavior. Organizational citizenship behavior is defined as acting beyond the least expected performance on employees part (Moran, 2003).

One of the most influential factors in performing job responsibility successfully is emotional intelligence. Those with high emotional intelligence know how to interact and control and manage their emotions (Lane et al., 1998). One of the main reasons and distinguishing factors of large organizations is the employees who perform beyond their official responsibilities without expecting reward in return (Organ & Konovsky, 1989).

One of the variables which can affect such behaviors directly or indirectly is employees' emotional intelligence (Wong & Law, 2002).

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Goleman et al (2002) believe that emotional intelligence is a skill that individuals can perceive his/her emotions and strength / weakness, ( self-awareness), and also is able to manage his/her emotions, tensions and internal potentialities , (self-management) and to understand individuals and groups ( social awareness) and eventually treat in such a way that raise his/her and others' morale ( relationship management).

Today it has been proved that organization leaders need to apply and boost emotional intelligence to enhance citizenship behavior, improve organizational performance and sustain competitiveness (Aqayar & Sharifidaramadi, 2007). Research has shown that importance of emotional intelligence in improving organizations position is growing. With the help of intelligent quotient one can predict the suitable job for individuals while emotional intelligence can contribute to forecasting improvement path, failure, or getting stuck at work (Aqayar & Sharifidaramadi, 2006). Unfortunately there has not been a thorough study examining the relationship between emotional intelligence and organizational citizenship behavior in higher education in Iran. Since there is little experimental evidence with respect to emotional intelligence and its effects on employees and their organizational citizenship behavior, to bridge this gap, the present study in higher education is an innovative and rare work. The study attempts to examine management of relationship as a component of emotional intelligence related to organizational citizenship behavior in Islamic Azad University of Shirvan and use the results to enhance organizational output and effectiveness. Review of literature indicates that regardless of some studies in this domain most of the studies focused on the cognitive aspects of employees and paid less attention to the examining the relationship between dimensions of emotional intelligence and especially management of relationship with organizational citizenship behavior which is a novel variable in study of organizations. Ilgin et al. (2009) in investigating "relationship between emotional commitment and organizational citizenship behavior with gender adjustment effect" concluded that emotional intelligence has a direct relationship with all dimensions of organizational citizenship behavior. Modassir & Singhe (2008) examined "the relationship between emotional intelligence and developmental leadership and organizational citizenship behavior". The findings have shown there is a positive relationship between emotional intelligence of conscientious managers, civil virtue, and altruism toward employees yet there was not a relationship between emotional intelligence and developmental leadership. Carmeli & Colakoglu (2005) examining the "relationship between emotional commitment and organizational citizenship behavior regarding adjustment role of emotional intelligence" reached a conclusion that there is a positive and strong relationship between emotional commitment and altruism in organizational citizenship behavior of the employees possessing high emotional intelligence. Kohneshahri (2011) conducted a study titled "examining the relationship between emotional intelligence and organizational citizenship behavior among employees of municipality of district 22 in Tehran." Having analyzed the data through descriptive and inferential statistics he concluded that there is a significant and direct relationship between self-awareness dimension of emotional intelligence , self-control intelligence, self-stimulating dimension dimension of emotional of emotional intelligence, empathy of emotional intelligence, social skills of emotional intelligence and finally emotional intelligence and organizational citizenship behavior among the municipality employees of district 22 in Tehran. The purpose of this study is to examine the relationship between relationship management dimension of emotional intelligence and organizational citizenship behavior among employees and faculty member of Islamic Azad University of Shirvan.

In this regard, knowing that there is little empirical evidence related to management of emotional intelligence and examining its relationship with organizational citizenship behavior among employees and faculty member of universities, and with the advent of private institutions of higher education in Iran recently on the one hand, and the fall in number of university students on the other hand necessitates proper and beyond responsibility behavior on the job, reinforcing voluntary spirit, altruism, respect, satisfying students and also appropriate interaction with the colleagues to be beneficial and valuable for the to the organization. Thus, survival in this competitive world requires more attention to mentioned points.

## 2. Materials and methods

With respect to the objectives, this study is functional. The implementation method of this study was survey and in terms of statistics it was co-relational. To gather information two methods were applied:

1. Library research method
2. Survey method

According to statistics there were 59 employees and 57 faculty members in December 2014. Therefore, the population for this study is 116. Due to the size of population, being small, the researcher considered it as a sample to enhance the precision of study and applied total number method. As a result, the population and sample are the same.

All employees and faculty members (116) of Islamic Azad University of Shirvan were given the questionnaires. Finally only 100 ones returned the questionnaires and 16 ones were not given back. Therefore, 100 emotional intelligence questionnaires and 100 organizational citizenship behavior ones were analyzed. To measure dimensions of emotional intelligence Gladson's standard questionnaires according to Golman model was used and Livia Markoczy & Katherine Xin's standard questionnaire was utilized. Reliability of standard questionnaire of emotional intelligence was measured by Chronbach's alpha and quotient was 0.77. Also the reliability of Marcuzi& zin's standard questionnaire of organizational citizenship behavior was measured by Cronbach's alpha and the resulted quotient was 0.87. In this study descriptive and inferential statistics were used to interpret the data. To describe the data, mean, standard deviation, maximum and minimum were utilized. In inferential statistics, Pearson co-relation test, K-S test, t- test and multiple regression were applied. It is essential to assess the acceptability and normality of the functions prior to test. To do so, Kolmogorov- Smirnov test was used. In order to analyze the data and test hypothesis and perform other analyses in this research SPSS software was used.

### 3. Discussion and results

Description of statistical variables:

**Table 1. Statistical variables**

variable	mean	Standard deviation	minimum	maximum
Relationship management	20.53	3.1	11	25
Organizational citizenship behavior	106.84	19.79	48	135

According to the results, mean of relationship management of respondents is 20.53. Thus, respondents have a great ability to regulate their relationship. Standard deviation is 3.1 and the least score for relationship management is 11. Therefore, generally one can say respondents can manage their relationship efficiently. Organizational citizenship behavior is a variable ranging between 27 and 135. Score 27 is the lowest score of the civil behavior in organizations and number 135 shows the highest level of civil behavior. In this study, mean score of organizational citizenship behavior of the respondents was 106.84 indicating the high level and fairly acceptable score. Standard deviation or dispersion of scores was 19.79 and minimum score was 48. According to the collected data, 57 and 43 of respondents were faculty members and employees respectively, including 73 men and 27 women. Most of respondents had less than 10 years of experience accounting for 36.8 percent. 46 percent of respondents had experience between 10 to 20 years of work. And 17.2 percent had over 20 years of experience of work. 28 percent of the respondents had PhD. MA holder made up for 45 percent. And BA holder accounted for 23 percent. Finally only 4 percent of the respondents had AA degree. With respect to occupation status 51 percent were permanent employees. 29 percent were working as a trainee and the least figures account for the temporary employees. Local respondents made up for 62 percent which is the highest figure, and 38 percent are not local.

According to the results of inferential statistics with 99 percent of certainty level of significance of the Pearson co-relationship test quotient is  $\text{sig}=0.000$ . Since level of significance is smaller than the probability level that is 0.01, the null hypothesis is rejected regarding the present information. This means that one can be 99 percent sure that there is a significant relationship between organizational citizenship behavior and management relationship. Also correlation coefficient is  $r=0.87$ . In fact the strength of the correlation is 87 percent which is a high value. It is positive and directional meaning the more one is able to manage his/her relationship, the better the organizational citizenship behavior would be and the reverse is true. Thus, those who pay more attention to the civil behavior in organizations are more able to manage their relationship. According to the taken information, with 95 percent certainty, level of significance of Kolmogorov-Smirnov for both variables is higher than 5 percent. That is why distribution of the given functions enjoys desirability and it is normal. Therefore we compare the means by parametric test

**Table 2. Independent t-test (comparison of the mean of relationship management dimension of emotional intelligence among faculty members and employees)**

variable	Groups	number	mean	Mean difference	t	Degree of freedom	Level of significance
Relationship management	Faculty members	57	20.61	0.18	0.28	98	0.77
	Employees	43	20.42				

The results have shown that with 95 percent of certainty level of significance of independent t-test to compare the level of relationship management of emotional intelligence among groups of faculty members and employees, is bigger than the level of probability. Thus, there is no significant relationship between means of groups. In fact, there is no difference between the faculty members and employees.

**Table 3. Independent t-test (comparison of mean of relationship management dimension of emotional intelligence among men and women)**

variable	Groups	number	mean	Mean difference	t	Degree of freedom	Level of significance
Relationship management	men	73	20.61	0.20	0.42	98	0.75
	women	27	20.30				

The results have shown that with 99 percent of certainty level of significance of independent t-test to compare dimension of the relationship management of emotional intelligence between men and women is higher than level of probability. Thus, there is no significant difference between groups. In fact there is no difference between men and women in this regard and gender does not play a role.

#### 4. Conclusion

According to the descriptive results of the study, majority of the respondents to the questionnaires were men accounting for 73 percent. Also high proportion of the respondents included faculty members, 57 percent. Most respondents were permanent employees and from Shirvan. In this study, the mean of organizational citizenship behavior was 106.84 which indicates high level and fairly acceptable. There is a significance relationship between relationship management and organizational citizenship behavior among faculty members and employees of Islamic Azad university of Shirvan. Taking the results into consideration and with 99 percent of certainty level of significance of Pearson correlation test is  $\text{sig} = 0.000$ . This means that one with 99 percent certainty can say that there is a significant relationship between organizational citizenship behavior and management relationship. Also correlation coefficient is  $r = 0.87$ . In fact the strength of the correlation is 87 percent which indicates a high one. It is positive and directional that is the more one is able to manage his/her relationship, the better the organizational citizenship behavior would be and the reverse is true. Thus, those who pay more attention to the civil behavior in organizations are more able to manage their relationship.

Emotionally competent personnel are most likely to reinforce others' ability through feedback lead colleagues and motivate them. They are also able to increase positive and effective relationship and cooperate with individuals depending on common objectives. Therefore, potentiality of developing others' ability, relationships, reaction to relationship, group work, cooperation among employees is conspicuous. These positive features effectively stimulate these individuals to show organizational citizenship behavior. With respect to results of factor analysis, the most effective dimension of emotional intelligence is relationship management. This result is in line with findings of Goleman et al (2002) stating that relationship management is the final outcome of emotional intelligence. The skill has foundation on three other skills in emotional intelligence model. In their study personnel utilized relationship management skill more than other skills being the most effective one with respect to increasing emotional commitment and eventually leading to organizational citizenship behavior.

Although relationship management is significantly the most important dimension of emotional intelligence in organizational citizenship behavior there has not been sufficient study to confirm or reject this. Thus, the results of present study can have an important role in increasing study of the ability to predict the organizational citizenship behavior from emotional intelligence variable.

The results of the present study is in line with findings of Charbonneau & Nicol (2002), Carmeli & Colakoglu (2005), Abraham & Josman (2006), Modassir & Singh (2008), and Korkmaz & Arpac (2009).

In addition, it is noteworthy to state that limitations of the study are the ones which impede information gathering analysis and obtaining desired results. Limitations exist intrinsically in any research and the present study is no exception. And the limitations include:

1. With regard to location the present study has been conducted in Islamic Azad University of Shirvan. It is obvious that the behavior of the faculty members and employees in a small town represent the overall behavior of the personnel of higher education in Iran both in private and public education. Therefore, this limits generalizing the results of the study in terms of location. So it requires the study be carried out at a broader scale and by cluster or strata sampling at least all Islamic Azad universities in Iran (as a representative of private universities) can be considered as population in order to delimit the study.
2. One of the most important limitations which is special to humanities research is the effect of variables and factors which are out of the researcher's control and they are likely to influence the study. For instance, in the present study there are some variables such as multi-ethnicity in town of Shirvan (Turk, Kurd, Tat, and Persian). As a result the dominant culture of each group, and also respondents' emotions, mood while responding the questionnaires might have influenced the existing relationship in the study.
3. The presence of negative and erroneous presuppositions in some respondents' head regarding the outcome of responding honestly and sincerely to questionnaires and being criticized by superiors. This notion reinforces this trend of not responding honestly.

Regarding the fact that the main subject of the present study was examining the relationship between dimension of relationship management of emotional intelligence and organizational citizenship behavior among faculty members and employees of Islamic Azad university of Shirvan, the overall results of testing hypothesis of the study confirm that there is a relationship between them. In other words, there was no evidence to reject the hypothesis. It is noteworthy to state that research process especially when it comes to humanities is infinite and always the findings of a study are regarded as experimental results and they are likely to be rejected in further study.

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