

The predictability of the organizational citizenship behavior through emotional intelligence dimensions in personnel of Isfahan municipality

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Abstract

The current research has been done for the purpose of determination of predictability the organizational citizenship behavior through emotional intelligence dimensions in personnel of Isfahan municipality by using descriptive method of the kind of correlation. The statistical population of this research was formed by all personnel of 14 areas municipalities, assistants and related organizations to Isfahan municipality. They had been total 2643 persons. It has been elected 329 persons to participate in this research by using stratified random sampling which is proportional with the sample size and its formula. Emotional intelligence questionnaire of Shering (1994) and the organizational citizenship behavior questionnaire of Podsakof (1990) have been used in this research. The face validity has used in order to proportional questionnaires' context with the current organizational culture, also the reliabilities of questionnaires were reported according to previous research reports which were (0/84) for emotional intelligence questionnaire and (0/88) for organizational citizenship behavior questionnaire that were indicated a high reliability of measurement instruments. In order to analyze the information the methods of inferential statistics has been used. The result of analysis has shown that the best predictability of the personnel citizenship behavior was self-conscious, self-motive, and social skills and the relationship between self-regulation and empathy with citizenship behavior wasn't meaningful.

Key Words: Intelligence, Emotional intelligence, Organizational citizenship behavior, personnel, Municipality

Introduction

One kind of intelligence kinds is emotional intelligence. Emotional intelligence is a collection of social and emotional knowledge and abilities which effects general ability of person in response to environmental needs effectively. If personnel of an organization do all of their jobs correctly, but in basic task like control emotions fail, none of them can be effective. According to the researches, the importance of emotional intelligence is increasing in order to develop the organizational situation. Emotional intelligence can

predict the progress and failure way. The evidence reveals that emotional intelligence considers as an essential factor for better function, higher efficiency, and good team working. In fact, it seems persons' promotion in organization increases the importance of emotional intelligence[1].

Emotional intelligence is the ability of a sense of excitement and emotions in order to create excitements to help better thinking and then knowing the excitements and emotions [2]. Mayer and Salovi believe that emotional intelligence is not only a positive feature but also a collection of reasoning abilities and distinct emotion, and to compare with social intelligence, they have especial noticed to basic emotional problems and to reduce social and personal problems of every person. People with high emotional intelligence are different with others in having more satisfaction of life, benefiting of family environment and participating in people's feelings. They are usually regular, kind, successful, motivated, and optimistic [3]. Broadly said that emotional intelligence is person's ability to understand others feelings and get along with them. Cooper defined emotional intelligence as the feeling ability, understanding and effective use of strength and acumen emotional as an energy source, information, relationship, and personal effective[4]. Salovi, Mayer and Caruso define emotional intelligence as a capacity of people about emotions and increased emotional thinking which is include of the abilities of right understanding of emotions, achievement and development of emotions in order to help thinking, emotion and understanding for promoting the rational and emotional. Daniel Goldman (1995) defined emotional intelligence as two different methods of knowing and understanding, Instead of ignoring the excitements, people should face them intelligently, only by use of emotional intelligence can stay against of failures, regulate the moral and mental behavior, put off the needs satisfying, avoiding of thinking about inconvenience problems, and sympathize with others [5]. In order to collect these definitions Bar-On defined emotional intelligence as an collection of social and emotional knowledge and abilities which effects general ability of person in response to environmental needs effectively. This collection includes ability of self-awareness, self-understanding, self-expression, being aware of others, understand others, the power of describe others, confront with strong excitements, the power of adapt with changes and to solve problem with social or personal nature.

When classical thinking period in management finished, notice to human and existential dimensions became more serious in management and therefore the researches related to organizational behavior deepened more and organizational citizenship behavior was introduced between the scientists [6]. Organizational citizenship behavior is a cooperation which increases production and effectiveness and indicates to behavior which is useful for organization but it hasn't been plan by organization. Organ (1988) defined organizational citizenship behavior as the optional behavior of personnel which has improve the organizational of efficiency but it hasn't been recognition and praising by formal reward system of organization directly [7]. The purpose of optional behavior is that these behaviors aren't a part of basic essence of role, role and job description of personnel [8].

Organ (1988) defined organizational citizenship behavior as a kind of behavior which is not a part of job and is elected by person and it has no punishment for willful neglect [9]. Cetz (1964) expressed organizational citizenship behavior as the behaviors which are out of determined role of personnel but they are essential for organizational effectiveness [10]. Of course some programs have been done as reward for some of the personnel who

behave like organizational citizenship behavior. But there is more support of organizational citizenship behavior in some private organizations[11].

Chi Chun (2009) believed that organizational citizenship behavior are the behaviors that happen through personnel desire and volition and never received awards by formal system of organization directly and clearly and also promote effective organizational function[12] [13] [14]. Organizational citizenship behavior is as special role which has been indicated positive influence on personnel function [15]. Organizational citizenship behavior are the behaviors which are involved of helping to other personnel to complete an activity , to offer useful ideas and suggestions and to offer positive feedback on the duties of a job [16]. Bateman & Organ (1983) expressed organizational citizenship behavior as useful organizational behavior which were no compulsion [17]. Most of measurement scales of organizational citizenship behavior is the reflect of the positive behaviors of work [18].

Organizational citizenship behavior has different aspects and every researcher has been indicated to the especial parts. But what has been admitted by researchers most, is the five dimensions which Organ (1988) has been indicated to. First “Altruism” which is behavior with insight included especial help to other people in organization in doing the jobs or difficulties. “Chivalry” indicates desire to tolerance against situation without complaint, protest and dissatisfaction of personnel[19]. “Virtue citizenship” is the participation in organizational function according to the organizational process which is included participation in extracurricular even when this participation is not essential, supporting the changes in organization which offer from the managers, desire to study books and magazines and also increasing general information. “Respect and honor” is a kind of under control behavior which avoids the work-related problems with others and describing how to behave with colleagues, supervisors and audience of organization. “Dutiful” indicates optional behaviors which are more than job requirements, duties, and work ethic [20]. In the field of relationship between Organizational citizenship behavior and emotional intelligence many different researches have been done like “The influence of emotional intelligence on the organizational citizenship behavior of personnel by considering emotional Commitment” [21], “ The relationship between emotions and voluntary work behavior (Organizational citizenship behaviors and anti-citizenship behaviors)” [22], “ The influence of emotional intelligence of managers on subordinate’s citizenship behaviors” [23], “The relationship between emotional commitment and Organizational citizenship behavior” [24], “The relationship between emotional intelligence and organizational citizenship behavior” [25], “The relationship between emotional intelligence with evolutionary leadership and organizational citizenship behavior” [26], “The relationship of organizational citizenship behavior with emotional intelligence” [27], “organizational citizenship behavior with emotional intelligence” [28], “The correlation emotional intelligence and organizational citizenship behavior in a private university” [29], “ analysis of relationship of organizational citizenship behavior with emotional intelligence [30].

Research question

- Is it possible to predict organizational citizenship behavior of personnel through emotional intelligence dimension?

Research Methodology

This research has been done by using descriptive method of the kind of correlation. The statistical population of this research was formed by all personnel of 14 areas municipalities, assistants and related organizations to Isfahan municipality. They had been total 2643 persons. It has been elected 329 persons to participate in this research by using stratified random sampling which is proportional with the sample size and its formula. Emotional intelligence questionnaire of Shering (1994) with 33 questions and the organizational citizenship behavior questionnaire of Podsakof (1990) with 24 questions have been used in this research. In order to analyze the information SPSS software has been used.

findings

- Question: Is it possible to predict organizational citizenship behavior of personnel through emotional intelligence dimension?

Table 1- multiple correlation coefficients of emotional intelligence dimension in prediction of personnel citizenship behavior

Basis variable	Predictor variable		R	R ²	Moderated R ²	F	Meaningful level
citizenship behavior	1 st step	self-awareness	0.461	0.213	0.209	58.827	0.001
	2 nd step	self-awareness self-motivated	0.522	0.272	0.266	40.618	0.001
	3 rd step	self-awareness self-motivated social skills	0.552	0.304	0.295	31.478	0.001

P<0/01

Findings in table 1 shows that between the variables the best prediction of personnel citizenship behavior in the first step is self-awareness and in the second step are self-awareness and self-motivated and in the third step are self-awareness, self-motivated, social skills. On the basis of stepwise multiple regression analysis result, the relationship between self-awareness, self-motivated, social skills and personnel citizenship behavior is meaningful. Through this in the first step self-awareness coefficients 46/1 percent of variance and in the second step self-awareness and self-motivated coefficients 52/2 percent of variance and in the third step self-awareness, self-motivated, social skills coefficients 55/2 percent of variance of personnel citizenship behavior have expressed . Also F at the level of P< 0.01 is meaningful so the regression is extensible to statistical population.

Table2 – Beta coefficient in prediction of personnel citizenship behavior

Basis variable	Predictor variable		Non-Standardized beta coefficients		Standardized beta coefficients	t	P
			Beta	Standard error			
citizenship behavior	1 st step	self-awareness	1.252	0.163	0.461	7.670	0.001
		self-awareness	1.005	0.168	0.370	5.988	0.001
	2 nd step	self-awareness	0.873	0.207	0.261	4.226	0.001
		self-motivated					
	3 rd step	self-awareness	0.195	0.249	0.249	3.476	0.001
		self-awareness	0.203	0.247	0.247	4.067	0.001
		self-motivated	0.199	0.219	0.219	3.143	0.002
		social skills					

P<0/01

Findings of table 2 show that when self-awareness dimension increases one unit, then Beta coefficient increases personnel citizenship behavior, 0.249 unit and when self-motivated dimension increases one unit, then Beta coefficient increases personnel citizenship behavior, 0.247 unit and when social skills dimension increases one unit, then Beta coefficient increases personnel citizenship behavior, 0.219 unit. Therefore, according to table 2, regression equation (in the third step of stepwise multiple regression analysis) to predict personnel citizenship behavior is as follows:

Citizenship behavior = coefficient of stability (42.375) + self-awareness dimension (0.195) + self-motivated dimension (0.203) + social skills dimension (0.199).

Table-3: Exogenous variables in regression equation to predict personnel citizenship behavior

		Beta	t	P
1 st step	self-regulation	0.034	0.529	0.001
	self-motivated	0.261	4.226	0.001
	Empathy	0.158	2.385	0.001
	social skills	0.240	3.336	0.020
2 nd step	self-regulation	0.076	1.209	0.228

3 rd step	Empathy	0.170	2.676	0.008
	social skills	0.219	3.143	0.002
	self-regulation	0.035	0.545	0.586
	Empathy	0.121	1.853	0.068

$P < 0.05$

According to table 3, the relation between self-regulation and Empathy dimensions with personnel citizenship behavior were not meaningful.

Conclusion

This investigation has been considered predictability of the organizational citizenship behavior through emotional intelligence dimensions in personnel of Isfahan municipality. Emotional intelligence includes of self-awareness, self-motivated, social skills, self-regulation, Empathy. And organizational citizenship behavior include of Altruism, Chivalry, Virtue citizenship, Dutiful, Respect and honor. As the conclusions indicate the best predictable of organizational citizenship behavior are self-awareness, self-motivated, social skills and the relationship of self-regulation and Empathy dimensions with personnel citizenship behavior were not meaningful.

Emotional intelligence makes the persons sensitive to Emotional condition of colleagues, events and relationship. It helps to make relationship to persons with colleagues. These persons can decrease psychological and personal and organizational pressure through to decreasing opposition, improving the relationship. Therefore they indicate more humanism behavior. Emotional intelligence is a collection of unknown abilities, competences, and skills, which effect on ability in successful confrontation with desires, circumstances, and environmental pressures. Emotional intelligence relate with the ability of self and other understanding (to know self and others) , relationship with people and Individual adjustment with environment .people with high emotional intelligence not only prefer challenging and realistic purposes but also they can make equilibrium between emotion and intellect in making decision . In the other word they are self-control and don't permit which unsuitable condition and atmosphere predominant on them , also they themselves control the condition and it doesn't effect on themselves . One of the basic productions of emotional intelligence is to facilitate interpersonal relationship and in the following of it to form successful organizational and social groups. And main part of connection relationships is the control skill of self and others emotions. People who have more ability in this skill act very well to whatever return to quite reciprocal action with others. To see problems of other perspective cause to change thinking and idea and in this order they open the way for patience and to accept differences. In some communities these abilities are needed more than other times, because they permit to persons to behave with each others with reciprocal respect and make effective social interchange possible. The persons with high emotion intelligence act more than of their needed duty for doing that work because they Want to succeed therefore they reveal more effect and they have more creative thinking and they are ready to try more of whatever

the others accept. With this kind of thinking organizations will achieve the progress which is possible to imagine because progress and success of organization is in more effort personnel.

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