

Examining the relationship among emotional intelligence, organizational communications and organizational citizenship behavior

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ABSTRACT

This paper investigates the relationship between emotional intelligence, organizational communications and organizational citizenship behavior (OCB) for a case study of Islamic Azad University, Gorgan Branch, and Sama Institution in Iran. Statistical population includes all heads and assistants and employees of Islamic Azad University and Sama Institution in city of Gorgan, Iran as 300 people. Sample size was determined as 169 people according to Korjese and Morgan table. This research is operational by goal, and survey and correlation by method. To determine questionnaire reliability and questionnaire validity, Cronbach Alpha coefficient for emotional intelligence questionnaire, organizational communications questionnaire, and OCB questionnaire were calculated as 0.86, 0.86, 0.87 and 0.85, respectively. To analyze data and information, Pearson correlation coefficient by inferential level was used. Results indicate that there was a significant relationship between emotional intelligence and organizational communication and OCB.

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1. Introduction

University employees have relationship with many students during their working time. This problem confirms necessity of job-fitted behaviors for capturing trust and providing students' satisfaction in one hand, and having quality and helping behaviors for releasing heavy work stress on the other hand (Al Hajj & Dagher, 2010). In this relationship, employees' suitable interaction and exact communications with students are problems, attention to which is accompanied by organizational exploitation. However, it is possible that much work stress in successive days lead to corroding and eroding suitable relationship ways, decrease in providing students with services, lower attention to human resources from organization, and not regarding organization benefits from employees (Lam & Kirby, 2002). So, it is obvious that organizations, in terms of human resources, have to assign more priority to human resources development in their activities for social and economic life continuation. Azad University as a cultural-training institution focuses on communication with different society groups and hence, it is

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expected that developing employees' abilities have significant influences on their service quality. In current competitive conditions about participation level, employees' information and loyalty to organization are very important. Along this, research results show that employees need volunteer dutiful morale, altruism, respect and honor for correct performance and its improvement. One of the new concepts developing and completely relevant about such super-functional behaviors is organizational civic behaviors that are paid attention by organization researchers and managers as an effective factor in an organization. In a discussion about organization and management, personal and volunteer behaviors designed directly by award-based formal systems are named as organizational civic behaviors, which lead to effectiveness improvement and performance function. With this definition from human as organizational citizen, it is expected that people act more than their role commitments and formal duties as services to organization objectives. Expression of such behaviors in the organization depends on internal and external factors. Realizing internal variables due to lower attention background and more stability of its influences and also to improve and use in organizational policies and activities is very important. One of the internal variables which can directly or indirectly influence on such behaviors is "emotional" or affective intelligence of employees. Employees with high affective intelligence level are more skilled in setting and managing own and other affection along the positive interaction establishment. So, these people will have higher Organizational Citizenship Behavior (OCB), and consequently, higher occupational performance (Naqshbandi, 2011).

OCB structure follows realization, management and evaluation of super-functional behaviors among employees who work in the organization, and due to such behaviors, organization effectiveness increases. On the other hand, affective intelligence is a skill whose holder can control his/her self-awareness, improve self-management, understand its empathy, and behave in such a way that improves own and other spirit (Lam & Kirby, 2002).

In one hand, in each organization, position of may depend on consistency and efforts by all employees, managers must depend on quality, amount and degree of information to make decisions and conclusions. In this study, the main question is to find out whether or not there is a significant relationship between emotional intelligence and OCB at Islamic Azad University, Gorgan branch and Sama Institution.

2. A review of literature

2.1. Emotional intelligence

2.1.1. Definitions of emotional intelligence

Today, many organizations are subject to changes and every change requires employees and managers who are consistent with changes. Among these, social interaction in a worthy and effective way as key component on managing organizational changes is very important for many managers and leaders. Many studies have indicated that as if future competition were won by managers who could communicate own human resource effectively and efficiently. In this area, emotional intelligence is one of the components, which plays an important and significant role in relationship between managers and organization members and is regarded as necessary and inevitable condition in the organization (Golman, 1995. Emotional intelligence evaluates person by emotional aspect, meaning that how much a person has awareness from his/her own emotions and feelings, and how he/she controls and manages them. Emotional intelligence is a conscious integration of feeling, thoughts and actions in creating optimum results in the relationship with self and others. Some people defines emotional intelligence as intelligence on exploiting affection and feeling on directing behavior and thought, effective communication with colleagues, supervisors, clients and on using time and how to do work for improving results (Zaeian & Keshtkar, 2009).

Emotional intelligence has relationship with person' cognition from self and others, communication with others, conformity and compatibility with surrounding environment needed for being successful at meeting social demands, and it is regarded as tactical ability. Emotional intelligence makes success prediction possible, because it indicates that how the person apply his/her knowledge in various situation, immediately. In other words, emotional intelligence is associated with the difference among people on perception, processing, setting and using emotional information (All Hajj & Dagher, 2010).

Emotional intelligence consists of 2 cognition and emotion cases. In affective intelligence, brain and heart or intelligence and affection (emotion) are combined with each other. Therefore, affective intelligence consists of using affections to solve problems and have a useful, innovative and constructive life. Here, brain and heart help each other. According to Salovey and Carso (2002), it is important to know that emotional intelligence is not anti-intelligence; in a sense, it is not a sign for feeling (heart) priority on intellect (head), but affective intelligence is an intersection between feeling and intellect. By affective intelligence, everybody addresses to proper evaluating own and other affections and adaptive setting affections so that it could lead to improvement in life course. Therefore, affective intelligence means conscious use from affections and feelings. Emotional intelligence determines how to manage our behaviors, to deal with social problems, and to make decisions to lead to positive consequences (Carmeli, 2003). Goleman (2001) expressed emotional intelligence aspects as follows:

1- Self-consciousness

Self-consciousness or feeling realization at the same time when it occurs composes the important and essential part of emotional intelligence. Ability to momentary control and manage feelings indicates self-perception and psychological insight. Managers and leaders who have high degree from self-consciousness are honest with self and others and know how their feelings influence on them, other people and their occupational performance. They have a strong feeling about self-consciousness, are self-confident and are diligent on use from their abilities, and they know when to call help.

2- Self-management

Self-management is the ability to control and administrate affections and emotions, ability to keep tranquility in critical and stressful situation, ability of self-motivation and to express internal spirits. In other words, self-management is the ability to control affections and emotions and honest and proper behaviors. In a general, self-management is the ability to administrate moods, conflicts and self-internal resources.

3- Social awareness

Social awareness means ability to understand people and groups properly. Social awareness is to be compatible at work and showing honesty and trust which are common in given organizational culture. People with this skill exactly know that how their word and deeds influence other. If the influence their deed has is negative, they change them. As an example of social skill, we can name empathy. Empathy is the ability to enter others feelings, that is regarded as a kind of humanity skill. Empathetic leaders show the most empathy about people around them. They use their knowledge to improve organization in elegant but important ways (Lam & Kirby, 2009).

4- Communication management

The art of more communicating with people is the skill in controlling and administrating others' feelings. This skill is an ability that reinforces popularity, leadership power and personal influence. Leaders with high level of emotional ability are usually spirited. Skilled people socially tend to the vast

area of getting familiar and also skill to establish a relationship. These people are skilled in managing groups. Social skills may be regarded as the key to leadership abilities in many organizations, because leader's duty is to do work by others. Along this, leaders need effective communication management and social skills make it possible.

2.2. *Organizational communications*

2.2.1. *Organizational communications concept*

Communications are regarded as similar to organization nerve series. After motivation, communication is subject to the most studies in organization and life area. Communication plays the role in all official and personal life moments. Once we transfer a thought to others, and/or we become aware about a thought; when we read a report; listen to some instructions; fill a job call form; or when we talk about our interests, we are involved in a communication. Management can be described as making a match among people social power in an organization. In this way, people can show desired activity in a heart of organizational unit. Prerequisite for this is cognition about communication series which are among various social tendencies in people. It is because of realizing these communications and acquiring given objectives that management plays an essential role in implementing organizational objectives. Work and life in new organizations open new horizons of communication for human. Managers and employees have to sit together for making decisions, and, by exchange of views, examine different ways; and at last, find the best solution (Allen & Meyer, 2000).

The communication decisions about organizational orders and policies from higher hierarchy in organizations to lower administrative level requires traversing various communicational ways. If all works and duties in management are come together and they are compared in terms of volume, frequency and comprehension, many functions are not as frequent, comprehensive and volume as communication. Although communication is not a purpose by nature, it intervenes as the most important instrument of management in all management functions and feedback from organizational communication, which helps organization management play a correct role in organization management. In new management school (systemic school), management is composed of dependent parts. Parts of the whole are as follows: human force, formal organization, informal organization and environment with facilities, equipment, building and so on. What associate these parts is communication network and making decision. Communication is the exchange of the information and transferring concepts by speech, writing, hidden, open, in various languages and from near or remote.

The word "communication" is extracted from Latin word "communicare", which means generalizing or exposing to public, in other words. So, communication is associated with transferring a general idea or perception and contains any behaviors which lead to meaning exchange. When we study a report, listen to instructions, fill a form for job demand, or talk about our attachments, we are engaged in a communication. There is not a standard definition for communication. In some standpoint, communication is associated with the message we report. In other views, communication happens when one thought influences another one. Some people believe that communication is a framework which associates human groups. Hersey (1979) defined communication as the ability to present message in a way that people could easily understand and accept it. Some people regard communication as transferring information from sender to receiver with this constraint that this information is perceived by either information sender or receiver. Davis (1978) considered communication as transferring information and inferences, from one person to other. In their idea, communication is a bridge from meaning among people through which they can have contribution in area of what they feel and know. By applying this bridge, person can cheers pass misunderstanding river that sometimes causes people separation (Wagner, 2007).

2.3 Organizational Citizenship Behavior

2.3.1 Organizational Citizenship Behavior concept

Smith et al. (1983) are believed to be the first who introduced the word “Organizational Citizenship Behavior (OCB)”. OCB has been applied for describing such behaviors in recent decades such as pre-social behaviors, super functional and spontaneous organizational behavior, and context performance. Although every concept has its position, in general, they refer in the same concept that, in this article, they are categorized under title “Organizational Citizenship Behavior”, which means a series of activities associated with people’s role in the organization that it is done by person as superior than duty expectations and job description and although organizations' formal reward system doesn't realize these behaviors, they are effective for fine organization performance. Early researches in the area of OCB were more related to recognizing employees' responsibilities and behaviors, but they were often ignored by formal evaluation. In spite of the fact that these behaviors were measured incompletely or ignored in traditional evaluations on occupational performance, they were effective on organizational effectiveness improvement.

Organ believes that organizational civic behavior is a personal and volunteer behavior not directly designed by rewarding formal systems in the organization, nonetheless, it causes effectiveness improvement and performance efficacy. For example, a worker may not need overtime or to stay in the workplace until late, nonetheless, he/she stays in the organization more than his/her formal work hour and helps others for improving current affairs and facilitating organization' work flow. These behaviors are something more than describing people’s job and are done voluntarily in order to improve activities and to acquire organizational goals. Mentioned definition suggests that OCB must initially be voluntary, meaning that it should not be a predetermined duty nor a part of person’s formal duties. Also, advantages of organizational civic behaviors have organizational aspect, meaning that these advantages are for organization benefit, and organizational civic behaviors maintain multi-aspect essence, that is, it may express itself in various ways. With these descriptions, human as an organizational citizen is expected to act more than own role obligations and formal duties and in serving organization’s goals. In other words, structure of OCB is to recognize, administrate and evaluate super-function behaviors of employees who work in the organization and the behaviors to improve organization effectiveness (Altuntas & Baykal, 2010).

3. Research hypotheses

First major hypothesis:

There is a significant relationship between emotional intelligence and OCB.

Minor hypotheses:

- 1- There is a significant relationship between self-awareness and OCB.
- 2- There is a significant relationship between self-management and OCB.
- 3- There is a significant relationship between social awareness and OCB.
- 4- There is a significant relationship between communication management and OCB.

Second major hypothesis:

There is a significant relationship between organizational communications and OCB.

Minor hypotheses:

- 5- There is a significant relationship between presenting up-to-date information and OCB.
- 6- There is a significant relationship between presenting suitable information and OCB.
- 7- There is a significant relationship between presenting correct information and OCB.
- 8- There is a significant relationship between presenting complete information and OCB.
- 9- There is a significant relationship between rapid presenting information and OCB.
- 10- There is a significant relationship between feedback and OCB.
- 11- There is a significant relationship between communicational channels and OCB.

4. The proposed study

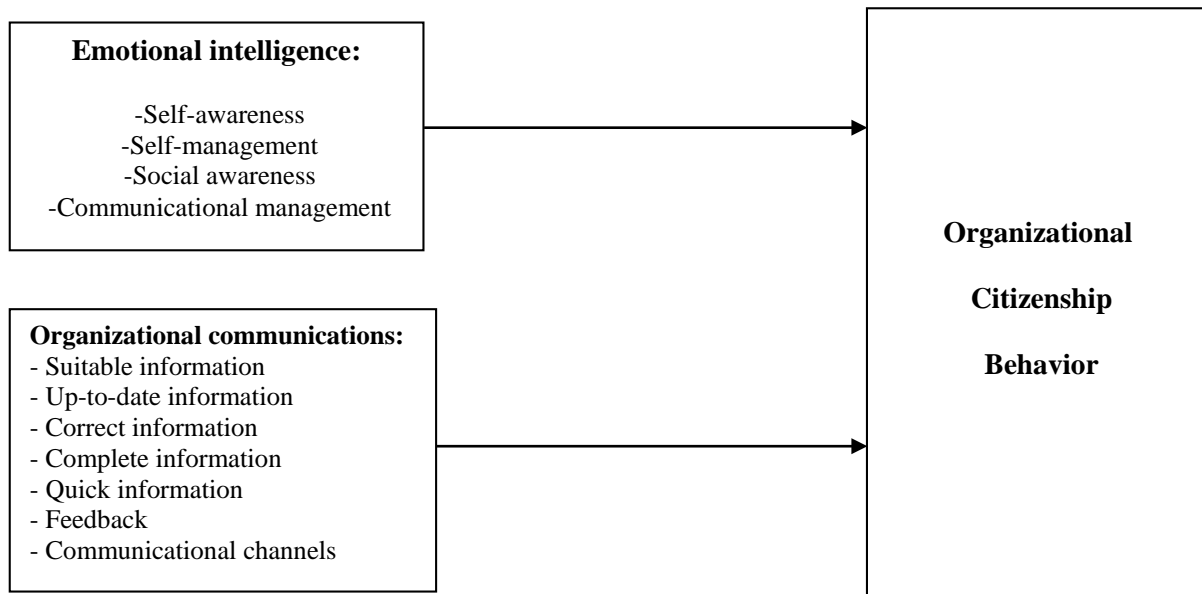


Fig. 1. The proposed study

This research is operational in terms of purpose, survey in terms of method and correlation in terms of type. Statistical population contains all heads and assistants and employees at Islamic Azad University and Sama Institution in city of Gorgan, Iran, 300 people, and the sample size was determined by Korjesy and Murgan table as 160 people.

Methods for collecting information were as library and field methods. Instruments for collecting information are 3 standard questionnaires: Golman (1995) for Emotional Intelligence Questionnaire, Baker and Ganster (1985) for Organizational communication Questionnaire and Smith et al. (1983) for Organizational Citizenship Behavior Questionnaire. In analyzing descriptive statistics, researchers summarized and categorized collected data by descriptive statistics index, and in analyzing inferential statistics such as Normality test and Pearson correlation coefficient test.

First, we use normality test to examine normality in distribution of variables subject to test and Table 1 demonstrates the results of Kolmogorov-Smirnov test. Here H_0 = data follow normal distribution. H_1 = data do not have normal distribution.

With regard to Table 1, significance level of normality test in research variables is more than 0.05. So, hypothesis H_0 is accepted, that is, data distribution in this sample is normal; therefore, to test research hypotheses, Pearson test is used. Table 2 demonstrates the results of Pearson correlation test.

Table 1
The summary of Kolmogorov-Smirnov test

Variable	Sig.	Result
Self-awareness	0.065	Data distribution is normal
Self-management	0.071	Data distribution is normal
Social awareness	0.055	Data distribution is normal
Communicational management	0.083	Data distribution is normal
Emotional intelligence	0.069	Data distribution is normal
Providing up-to-date information	0.058	Data distribution is normal
Providing suitable information	0.062	Data distribution is normal
Providing correct information	0.074	Data distribution is normal
Providing complete information	0.071	Data distribution is normal
Providing quick information	0.081	Data distribution is normal
Feedback	0.062	Data distribution is normal
Communicational channels	0.073	Data distribution is normal
Organizational communication	0.067	Data distribution is normal
Organizational Citizenship Behavior	0.059	Data distribution is normal

Table 2
The summary of Pearson test for testing various hypotheses

Number	hypotheses	Relationship degree	Result
1	There is a significant relationship between emotional intelligence and Organizational Citizenship Behavior	0.06	rejected
2	There is a significant relationship between self-awareness and Organizational Citizenship Behavior	0.07	rejected
3	There is a significant relationship between self-management and Organizational Citizenship Behavior	0.09	rejected
4	There is a significant relationship between social awareness and Organizational Citizenship Behavior	0.076	rejected
5	There is a significant relationship between communicational management and Organizational Citizenship Behavior	0.041	rejected
6	There is a significant relationship between organizational communications and Organizational Citizenship Behavior	0.353	proved
7	There is a significant relationship between providing up-to-date information and Organizational Citizenship Behavior	0.685	proved
8	There is a significant relationship between providing suitable information and Organizational Citizenship Behavior	0.446	proved
9	There is a significant relationship between providing correct information and Organizational Citizenship Behavior	0.073	rejected
10	There is a significant relationship between providing complete information and Organizational Citizenship Behavior	0.031	rejected
11	There is a significant relationship between providing quick information and Organizational Citizenship Behavior	0.066	rejected
12	There is a significant relationship between feedback and Organizational Citizenship Behavior	0.0130	rejected
13	There is a significant relationship between communicational channels and Organizational Citizenship Behavior	0.029	rejected

5. Conclusion and suggestions

Results of this research have indicated that there was not any significant relationship between emotional intelligence and organizational civic behaviors among employees. The results are not consistent with findings of Jordan et al. (2002), Mayer et al. (2008), Al Hajj and Dagher (2010) and Afsanepurak et al. (2012). Although results of this research show that there is a significant relationship between organizational communication and Organizational Citizenship Behavior among employees, there were not any internal and external researches related to this content to be analyzed. Since there was a positive and significant relationship between organizational communication and organizational civic behaviors. So, human resource managers must severely have training discussions related in their priority. Along this, communications reinforcement among employees in framework of formal and informal groups makes communications be facilitated and establishes a fine feeling about their present in the organization. Hence, communications influence much on employees and, at last, reinforce cooperation feelings, mutual consistence and doing organizational civic behaviors among employees.

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