

Managers' emotional intelligence and its role in improving organizational citizenship behavior of staffs
(Case study: Eastern Azerbaijan State Water and Waste Water Company)

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Abstract: The main goal of this research is to study managers' emotional intelligence and its role in improving organizational citizenship behavior of staffs in Eastern Azerbaijan State Water and Waste Water Company. This research is a descriptive one. The population under investigation includes managers and staffs of Eastern Azerbaijan State Water and Waste Water Company and since it involves two different groups, the organization managers are selected by consensus and the staffs group of each management was selected by using a simple random sampling. We used emotional intelligence test's normalized questionnaire of Shring (for managers) and organizational citizenship behavior questionnaire of Podsakoff et al (for staffs) to collect data. The results showed that there is a meaningful correlation between managers' emotional intelligence and staffs' organizational citizenship behavior and also between self-awareness skills, self-control, self-stimulation, social consciousness and managers' social skills and staffs' organizational citizenship behavior.

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1. Introduction and previous research

Scientific investigations have found out the power and effect of emotions in human's mind life and they are discovering and identifying the status of excitements and emotions in activities, behaviors, movements and all humane deeds. In the field of intelligence studies, this trend was started about logical intelligence which was based on knowledge and moved on towards emotional intelligence. This concept has been used in management literature since 1990s and it is one of the new skills of organizational behavior management. Researches show that the effective leaders are endowed with a high amount of emotional intelligence (Moshabbaki & Doostdar, 2007). Emotional intelligence is different from Intelligence Quotient (IQ) and in fact covers aspects such as the human capability to encounter problems and maintain good relations with colleagues and staffs in an organization and in other life issues. This capability has an important role on personal success (Lajavardi, 2008). The effectiveness of organizations deserves having, preserving, and maintaining skillful staffs and their effectiveness depend on managers' skills and the relationships between staffs and their immediate supervisors. The effective leaders are similar in a fundamental way and all of them have a high amount of what is called emotional intelligence (Moshabbaki & Doostdar, 2007).

On the other hand, the completely revolutionary status dominating the organizations has revealed the increase of competition and the need for their effectiveness in such an atmosphere and their need to have a useful generation of staffs, a generation which is called organizational soldiers. These employees are undoubtedly the differentiating aspect of the effective organizations and non-effective organizations because they consider their organization as a home land and act formally to realize its goals without any other claims and do their best. Today, efforts beyond the expectations, voluntarily actions, useful and beneficial actions are entitled as role surplus behaviors or organizational citizenship behaviors (Ramin Mehr et al, 2009). Regarding the fact that increasing effectiveness has always been one of the most important concerns of the managers, the recognition of organizational citizenship behavior and factors affecting it can be considered an effective and useful step in this trend (Markozy, 2005). In this research the two items of "emotional intelligence" and "excitement intelligence" are used interchangeably.

The studies have shown that in the future those managers will succeed in the competition who can establish an effective relationship with human resources. In this field, emotional intelligence is one of the factors which can have a magnificent role in the relationships between managers and organization

members. Daniel Goleman focused on the need to emotional intelligence in working atmosphere (an environment in which mostly the logic is considered rather than heart and emotions) in his book entitled: "Working with emotional intelligence". He believed that not only managers and directors of the companies need emotional intelligence, everyone who works in an organization needs it. The importance of emotional intelligence increases in comparison with logical intelligence as we move to higher levels in an organization. Thus, emotional intelligence has a great importance for a leader (Goleman, 2001). The effective managers gain knowledge about how to recognize the employees' feelings of working status and emotions' management and their emotions and interfere effectively to prevent despair, disappointment and dissatisfaction and quit of the employees (Moshabbaki & Doostdar, 2007).

The researches show that a manager or a scholar who has a high emotional coefficient and is technically experienced can remove the new conflicts, group and organizational weaknesses and the present faults, ambiguities in communications, the unsuccessful reciprocal relationships and secrets which are deemed to be useful and valuable faster than others (Vatankhah & et al., 2008). Also the effective leaders have a higher level of emotional intelligence. Managers having emotional intelligence are effective leaders who realize the goals by the maximum optimization and satisfying and creating organizational commitment of employees (Moshabbaki & Doostdar, 2007). On the other hand, like emotional intelligence, organizational citizenship behavior has been considerably noticed by scholars in the last two decades. In fact it has entered the public domain. Batman & Organ (1983) used organizational citizenship behavior for the first time and considered it as the activities of a part of employees for improving the output and correlations and organizing the working environment which is beyond organizational obligations (Hodson, 2002).

An organizational good citizen is a thought and idea which involves the different behaviors of employees such as acceptance and commitment of surplus duties and responsibilities, following the regulations and organizational trends, maintaining and developing a positive perspective, patience and enduring dissatisfaction and problems. Based on organizational theories and viewpoints, organizational citizenship behavior will surely help the competition and performance of the organization. Additionally, the enthusiasm and willingness towards citizenship behavior is becoming more important due to the increasing global competitions, especial importance of innovation, flexibility, optimization and responsiveness to the constant external

conditions. For example, the faithfulness and interests of employees in Fedex Company (International Federal Express Post Company) is often mentioned as the key factor which is resulted as affected by such factors to be undeniable and uncountable and the value of factors such as faithfulness and interest is based on it and it helps the companies to succeed in the competition with other rivals (Tore, 2006).

The scholars in organizational behavior found out in their studies about organizational citizenship behaviors that presenting such behaviors by the organization employees prepares a framework through which the managers can manage the reciprocal dependencies among the individuals in a working department to reduce the need of an organization to spend their valuable resources in order to simplify the works to be done and help the improvement of the optimization in the organization by removing these valuable resources. Also by creating the free time and energy they help the individuals to pay more attention to their duties such as programming, problem solving ... The final result is the increase of their success in achieving the group results (Raub, 2008).

Regarding the researches done in the recent years in the world and the increasing consideration of studying emotional intelligence and its application in different fields and also studying organizational citizenship behavior as one of the important factors in effectiveness of organizations, few researches have been carried out in Iran. The aim of doing this research is to measure the amount of emotional intelligence of managers and more importantly finding reasons showing that there is a relationship between high emotional intelligence of managers and organizational citizenship behavior of employees. In other words, this research is trying to answer this question: "Is there a relationship between emotional intelligence of managers and organizational citizenship behavior of employees of population under investigation in this research?"

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of emotional intelligence increases in comparison with logical intelligence as we move to higher levels in an organization. Thus, emotional intelligence has a great importance for a leader (Goleman, 2001). Leaders who are emotionally intelligent can improve effectiveness in all organizational levels. The emotional intelligence of a leader plays an important role in quality and effectiveness of social interactions among him and others (Kuppers & Weibler, 2006).

An organizational good citizen is a thought and idea which involves the different behaviors of employees such as acceptance and commitment of surplus duties and responsibilities, following the regulations and organizational trends, maintaining and developing a positive perspective, patience and enduring dissatisfaction and problems. Based on organizational theories and viewpoints, organizational citizenship behavior will surely help the competition and performance of the organization. Additionally, the enthusiasm and willingness towards citizenship behavior is becoming more important due to the increasing global competitions, especial importance of innovation, flexibility, optimization and responsiveness to the constant external conditions (Tore, 2006). The researches have shown that those managers and leaders who use emotions to encourage and stimulate their employees can create a more positive organizational atmosphere. The charismatic leaders who present positive emotions are interesting for their employees and improve organizational citizenship. Meanwhile, these leaders can feel the negative organizational atmosphere and manage it appropriately. Thus, they recognize the negative sense of a staff before the emergence of anger and prevent it (Yukl et al. 2009).

In 1985 a PhD student of art in one of American Universities finished a dissertation in which the term "emotional intelligence" had been used. It seemed that this was the first scientific use of the term "emotional intelligence" (Khaef-e-Elahi, Doostdar, 2003). In 1990, Salovey & Mayer used the term "emotional intelligence" knowing the works done in the field of non-cognitive intelligence. They used the term "emotional intelligence" as a form of social intelligence which included the capability to control theirs and others' emotions and the capability to differentiate between them and use these data as a direction for thought and actions of individuals (Cherniss, 2000). These two scientists believe that emotional intelligence can help us think more creatively and use the emotions and feelings to solve problems (Kirastid, 1999; Pon Teng Fatt, 2002).

Instead of those who used the term "emotional intelligence", Goleman became the most famous person who used it. He published a book entitled: "emotional intelligence" in 1995 which became the

best seller book of the year and American TV made him very famous worldwide by a lot of interviews with him about emotional intelligence. He presented interesting information about brain, emotions and human behaviors in his book (Hiene, 2004). Goleman describes emotional intelligence as: the capacity or capability to organize feelings and emotions of oneself and others to self-stimulation and effective control of feelings and to use them in communications with others. He believed that emotional intelligence is formed of a multi-dimensional structure which involves the following 5 elements (Rahim et al, 2003). He states that emotional intelligence is a skill through which the owner can control his spirits and improve it through self-management. He understands its effect through sympathy and treats through communications' management in a way that increases the spirits of him and others (Goleman, 2001). Peter Salovey (1990) considered it as emotional information processing which included the proper assessment of excitement and feeling in oneself and others, the proper expression of feelings and the adjusted ordering of feelings in way that improves the life style. In 1999 Mayer & et al. improved this definition. They considered emotional intelligence as a capability which can recognize the concept of emotions and their relationships and reasons and solves the problems accordingly. Emotional intelligence includes the capacity to understand feelings, integration of feelings related to emotions, understanding the information related to these emotions and their management (Fabio & Blustein, 2010).

Organ describes Organizational citizenship behavior in his book entitled Organizational citizenship behavior: a symbol of a good soldier as: the individual's behaviors which are optional (voluntarily) and conscious and are not recognized directly and clearly by organizational rewarding systems and organizational performance assessment systems. On the whole, they have a significant role on organizational effectiveness. By calling them optional, we mean that such behaviors are not among the fundamental obligations of the role and job identification of the employees (Chen et al, 2009). In another description we see that organizational citizenship behavior is a set of voluntarily and optional behaviors which are not a part of the formal duties of a person, but are carried out by him and improve the duties and roles of an organization (Applebaum et al, 2004). Bolino, Turnley & Blood Good described organizational citizenship behavior as the tendency and stimulus of employees in going beyond the formal job obligations in order to help each other, adjust individual benefits with

organizational benefits and having the real interest towards overall activities and commissions of the organization. They believed that citizenship behaviors generally have the two common characteristics of: firstly, they can not be reinforced directly (for example: there is no need to include them in individualized aspect of a person's job), and secondly, they are resulted of the especial and extraordinary efforts expected by the organization in order to achieve success (Korkmaz & Arpaci, 2009).

Thus, the key elements of organizational citizenship behavior are as follows:

It is a type of behavior beyond what has been formally described for employees of an organization;

It is a type of behavior which is optional and based on a person's willingness;

It is a type of behavior which is not followed by a direct reward or is not appreciated by formal organizational structure;

It is a type of behavior which is very important for effectiveness and efficiency of organizational performance and its success in performance (Castro et al, 2004).

Regarding the descriptions presented, organizations expect certain behaviors from human being as a citizen. It is expected that the behavior of an employee should go beyond the role obligations and formal duties to serve organizational goals. Based on researchers' studies about citizenship behaviors practically and theoretically, they have found out that citizenship behaviors are resulted from positive job perspective, duty characteristics and leadership behaviors. Thus, the previous studies show that probably when individuals are satisfied of their jobs, and when duties are left out for them and are satisfying, or when they have inspiring and supportive leaders, they work much more than their formal job obligations (Bolino & Turnley, 2003).

Refler (2004) studied the effect of managers' emotional intelligence on reliance and organizational citizenship behavior of subordinates in a research in PhD studies. She used Mayer & Salovey's model in emotional intelligence and the results showed that managers having a higher emotional intelligence had employees who represented a higher organizational citizenship behavior and also the subordinates trusted their management style more. Podsakoff et al (2000) studied the relationship between leadership styles and citizenship behavior and showed that the revolutionary leadership behaviors have a meaningful relationship with all 5 elements of organizational citizenship behavior of Organ's model. From among the interactional leadership behaviors, two types of these behaviors have a meaningful relationship with 5 elements of organizational citizenship behavior which are as follows: the demanding rewarding

behavior which has a positive relationship, the punishing non-demanding behavior which has a negative relationship. Also Yun et al (2007) studied the effect of leadership on organizational citizenship behavior and stated that there is a direct relationship between revolutionary leadership and organizational citizenship behavior. They had used the correlation method in their research.

Yaghoubi et al (2009) showed in a research entitled: "The study of the relationship between emotional intelligence and leadership styles (revolutionary-exchanging)" that there is a positive and meaningful relationship between managers' emotional intelligence and revolutionary leadership style and there is a negative relationship between managers' emotional intelligence and exchanging leadership. Doaee et al (2010) showed in a research paper entitled: "Modeling the effect of understanding the organizational support on citizenship behavior; A case study: Pars 5 star Hotel" that understanding organizational support of employees of this hotel had had a direct effect on humanity, civil virtue, work faithfulness, generosity and humbleness of them. Hoveida & Naderi (2009) found out in a research entitled: "Studying the level of organizational citizenship behavior of staffs" that all dimensions of organizational citizenship behavior among staffs except humanity have been more than the average. The amount of generosity among staffs regarding their types of duties had a meaningful difference. Also there was a direct relationship between citizenship behavior elements except generosity element.

Majid Moghaddami et al (2011) showed in their research about the role of emotional intelligence elements in predicting the organizational citizenship behavior of the staffs that the relationship between managers' emotional intelligence and organizational citizenship behavior of the staffs is meaningful. Additionally, all elements of emotional intelligence have meaningful relationships with organizational citizenship behavior. Moreover, the multiple regression analysis showed that from among managers' emotional intelligence elements, communications management and social consciousness have had the most effects on organizational citizenship behavior of the staffs. Hadizade-e-Moghaddam & Farajian (2008) showed the role of emotional commitment (A case study of Mellat bank) in a survey about the effectiveness of emotional intelligence on organizational citizenship behavior of the staffs. Emotional intelligence can affect citizenship behavior of staffs of this bank according to the presented route analysis model. Finally, in order to improve organizational citizenship behavior through increasing the level of

emotional intelligence capabilities, some suggestions were presented for human resource managers.

2. Research methodology

Regarding the aim of the present research which is to study managers' emotional intelligence and its role on improving staffs' organizational citizenship behavior in Eastern Azerbaijan State Water and Waste Water Company, the type of our research is applied and data collection method is library study as it is common in most descriptive studies and we also have used the investigations of texts and field studies such as questionnaire, interview and observation (Hafeznia, 2001). This research is a type of descriptive research (non-test) of correlation. Data collection in this study is field and library study and we utilized consultations with supervisors and advisors to use questionnaires as our main data collection instruments. In this research, we have used two types of questionnaires.

The main form of Shring's test involves 70 questions which were designed based on Goleman's idea by Shring in 1996 and it measures 5 elements of emotional intelligence (self-awareness, self-control, self-stimulation, social consciousness, social skills). This test was first normalized in February 2002 in Iran by Mansouri on MA students in Allame-e-Tabatabaee University and some of its questions were omitted due to different reasons such as not having the required characteristics of a question, long questions, and lack of adjustment with Iranian culture and thus the final questionnaire had 33 questions.

The questionnaire which has been used to measure staffs' organizational citizenship behavior was designed by Podsakoff et al (2000) and was first translated by Shokrkon et al and used in this research. This questionnaire involves 35 items and 5 domains related to organizational citizenship behavior which has been completed by employees. Every question is measured regarding 5 alternatives as: completely agree, agree no idea, disagree, and completely disagree. The validity of this questionnaire was approved by scholars in the field and we calculated reliability coefficient amount by using Kronback alpha method by using SPSS19 statistical software which has been summarized in the following table for both questionnaires. These amounts show that the questionnaires used have reliability or a good consistency, in other words.

The statistical population of the present research includes different managerial levels and also the staffs of Eastern Azerbaijan Water and Sewage Company.

Table 1: the questionnaire's consistency amount

Questionnaire	Kronback's alpha	The number of questions
staffs' organizational citizenship behavior	0/820	35
managers' emotional intelligence	0/720	34

Table 2: frequency distribution of organization's staffs isolated in two genders

Alternative	Frequency	Frequency percent
Female	44	%22
Male	158	%78
Total	202	%100

Table 3: frequency distribution of organization's staffs based on their educational degrees

Alternative	Frequency	Frequency percent
Under-diploma	19	%9
Diploma	38	%19
Two-years university	45	%22
BA	80	%40
MA	20	%10
Total	202	%100

Table 4: frequency distribution of organization's managers based on their educational degrees

Alternative	Frequency	Frequency percent
BA	18	%60
MA	12	%40
Total	30	%100

Due to the limited amount of managers' statistical population, we used consensus sampling method in this research. All 30 managers were studied accordingly. Thus, the sample and managers' statistical population are the same in this research. To find behaviors related to staffs' organizational citizenship behavior, our statistical sample was selected randomly from among working employees in each management part. After distributing 80 questionnaires, 62 items were analyzed as the research sample.

3. The results and findings

In this research the data analysis was done in two parts: the first part is the descriptive statistics which studies central tendency criteria such as mean, mode, average and ... and dispersion criteria such as variance, criterion deviation and changes domain and most importantly figures and tables of frequency

distribution. The second part is the inferential statistics including testing the hypotheses and designing insurance intervals and finding the relationships between the variables. To differentiate the normal research variables from those which were not normal, we used Smirnof-Kolmogroph test. Also we used Spearman's coefficient correlation test to test the hypotheses to study the relationship among the variables and we used multiple-regression to analyze the route.

Regarding the table, we can conclude that organizational citizenship behavior variable has an average amount of 79.73 and managers' emotional intelligence variable's average is 78.63 (Table 5).

Table 5: Central indexes and dispersion of independent and dependent variables

Variables		staffs' organizational citizenship behavior	managers' emotional intelligence
Number	Valid	62	30
	Lost	0	0
Average		79.73	78.63
Index		84.00	81.50
Criterion deviation		10.76	11.62
Variance		129.30	135.07
The least data		58.00	56.00
The most data		100.00	99.00

Table 6: Central indexes and dispersion of managers' emotional intelligence variables

Variables		Self-efficiency	Self-control	Self-stimulation	Social consciousness	Social skills
Number	Valid	30	30	30	30	30
	Lost	0	0	0	0	0
Average		20.166	27.133	22.633	22.633	15.966
Index		20.00	30.00	20.00	17.00	16.00
Criterion deviation		3.206	4.644	3.836	3.333	2.988
Variance		10.282	21.568	14.930	11.109	8.930
The least data		12.00	19.00	13.00	9.00	10.00
The most data		26.00	37.00	28.00	21.00	22.00

Regarding the table above we can conclude that the Self-efficiency variable's average is 20.166, the Self-control variable's average is 27.133, the Self-stimulation variable's average is 22.633, the Social consciousness variable's average is 22.633 and the Social skills variable's average is 15.966.

Main hypothesis: There is a meaningful relationship between managers' emotional intelligence and staffs' organizational citizenship behavior.

H₀: There is not a meaningful relationship between managers' emotional intelligence and staffs' organizational citizenship behavior.

H₁: There is a meaningful relationship between managers' emotional intelligence and staffs' organizational citizenship behavior.

The relationship between variables can be studied only when they are normal and according to the test results both variables were normal. Also according to the results of table 7, Spearman's coefficient correlation test showed that since the meaningfulness amount of the test carried out regarding managers' emotional intelligence and staffs' organizational citizenship behavior is less than 0.05 ($\alpha=0.05$), the research presupposition is approved. In other words, there is a meaningful relationship between managers' emotional intelligence and staffs' organizational citizenship behavior and this relationship is about %57.

Table 7: The relationship between managers' emotional intelligence and staffs' organizational citizenship behavior

managers' emotional intelligence	Error level	Meaningfulness level	Spearman's coefficient correlation	Identification coefficient	Hypothesis approval
staffs' organizational citizenship behavior	0.05	0.00	0.57	0.325	H ₁

First Hypothesis: There is a meaningful relationship between managers' self-awareness and staffs' organizational citizenship behavior.

H₀: There is not a meaningful relationship between managers' self-awareness and staffs' organizational citizenship behavior.

H₁: There is a meaningful relationship between managers' self-awareness and staffs' organizational citizenship behavior.

The relationship between variables can be studied only when they are normal and according to the test results both variables were normal. Also according to the results of table 8, Spearman's coefficient correlation test showed that since the

meaningfulness amount of the test carried out regarding managers' self-awareness and staffs' organizational citizenship behavior is less than 0.05 ($\alpha=0.05$), the research presupposition is approved. In other words, there is a meaningful relationship between managers' self-awareness and staffs' organizational citizenship behavior and this relationship is about %48.

Table 8: The relationship between managers' self-awareness and staffs' organizational citizenship behavior

managers' self-awareness	Error level	Meaningfulness level	Spearman's coefficient correlation	Identification coefficient	Hypothesis approval
staffs' organizational citizenship behavior	0.05	0.00	0.48	0.23	H ₁

Second Hypothesis: There is a meaningful relationship between managers' self-control and staffs' organizational citizenship behavior.

H₀: There is not a meaningful relationship between managers' self-control and staffs' organizational citizenship behavior.

H₁: There is a meaningful relationship between managers' self-control and staffs' organizational citizenship behavior.

The relationship between variables can be studied only when they are normal and according to

the test results both variables were normal. Also according to the results of table 9, Spearman's coefficient correlation test showed that since the meaningfulness amount of the test carried out regarding managers' self-control and staffs' organizational citizenship behavior is less than 0.05 ($\alpha=0.05$), the research presupposition is approved. In other words, there is a meaningful relationship between managers' self-control and staffs' organizational citizenship behavior and this relationship is about %87.

Table 9: The relationship between managers' self-awareness and staffs' organizational citizenship behavior

managers' self-control	Error level	Meaningfulness level	Spearman's coefficient correlation	Identification coefficient	Hypothesis approval
staffs' organizational citizenship behavior	0.05	0.00	0.87	0.76	H ₁

Third Hypothesis: There is a meaningful relationship between managers' self-stimulation and staffs' organizational citizenship behavior.

H₀: There is not a meaningful relationship between managers' self-stimulation and staffs' organizational citizenship behavior.

H₁: There is a meaningful relationship between managers' self-stimulation and staffs' organizational citizenship behavior.

The relationship between variables can be studied only when they are normal and according to

the test results both variables were normal. Also according to the results of table 10, Spearman's coefficient correlation test showed that since the meaningfulness amount of the test carried out regarding managers' self-stimulation and staffs' organizational citizenship behavior is less than 0.05 ($\alpha=0.05$), the research presupposition is approved. In other words, there is a meaningful relationship between managers' self-stimulation and staffs' organizational citizenship behavior and this relationship is about %53.

Table 10: The relationship between managers' self-stimulation and staffs' organizational citizenship behavior

managers' self-stimulation	Error level	Meaningfulness level	Spearman's coefficient correlation	Identification coefficient	Hypothesis approval
staffs' organizational citizenship behavior	0.05	0.00	0.53	0.28	H ₁

Fourth Hypothesis: There is a meaningful relationship between managers' social consciousness and staffs' organizational citizenship behavior.

H₀: There is not a meaningful relationship between managers' social consciousness and staffs' organizational citizenship behavior.

H₁: There is a meaningful relationship between managers' social consciousness and staffs' organizational citizenship behavior.

The relationship between variables can be studied only when they are normal and according to

the test results both variables were normal. Also according to the results of table 11, Spearman's coefficient correlation test showed that since the meaningfulness amount of the test carried out regarding managers' social consciousness and staffs' organizational citizenship behavior is less than 0.05 ($\alpha=0.05$), the research presupposition is approved. In other words, there is a meaningful relationship between managers' social consciousness and staffs' organizational citizenship behavior and this relationship is about %69.

Table 11: The relationship between managers' social consciousness and staffs' organizational citizenship behavior

managers' social consciousness	Error level	Meaningfulness level	Spearman's coefficient correlation	Identification coefficient	Hypothesis approval
staffs' organizational citizenship behavior	0.05	0.00	0.69	0.48	H ₁

Fifth Hypothesis: There is a meaningful relationship between managers' social skills and staffs' organizational citizenship behavior.

H₀: There is not a meaningful relationship between managers' social skills and staffs' organizational citizenship behavior.

H₁: There is a meaningful relationship between managers' social skills and staffs' organizational citizenship behavior.

The relationship between variables can be studied only when they are normal and according to

the test results both variables were normal. Also according to the results of table 12, Spearman's coefficient correlation test showed that since the meaningfulness amount of the test carried out regarding managers' social skills and staffs' organizational citizenship behavior is less than 0.05 ($\alpha=0.05$), the research presupposition is approved. In other words, there is a meaningful relationship between managers' social skills and staffs' organizational citizenship behavior and this relationship is about %70.

Table 12: The relationship between managers' social consciousness and staffs' organizational citizenship behavior

managers' social skills	Error level	Meaningfulness level	Spearman's coefficient correlation	Identification coefficient	Hypothesis approval
staffs' organizational citizenship behavior	0.05	0.00	0.70	0.49	H ₁

Studying the prediction capability of staffs' organizational citizenship behavior in relation

with independent elements of managers' emotional intelligence

Table 13: prediction model adjustment

Model type	Variables' entering type	Correlation amount	Identification coefficient	Watson's binocular	Meaningfulness level F
Model characteristic	Simultaneous	0.90	0.81	1.61	0.00

Table 14: the prediction of organizational citizenship behavior variable and emotional intelligence

Staffs' organizational citizenship behavior	Non-standard coefficients	beta	Standard coefficients	beta	Meaningfulness level
Fixed amount	5.09				0.00
Self-awareness skill	0.065		0.05		0.076
Self-awareness skill	0.96		0.64		0.00
Self-awareness skill	0.042		0.07		0.08
Social consciousness skills	0.132		0.17		0.003
Social skills	0.07		0.10		0.005

Regarding that the hypothesis of variables to be normal is approved and also there is a meaningful relationship between each of emotional intelligence variables and organizational citizenship behavior, we can conclude that the route has been analyzed. According to table 13, managers' emotional intelligence variables can describe about %81 of organizational citizenship behavior. To measure the appropriateness of the linear adjustment the linear adjustment of meaningfulness level should be less than the error level ($\alpha=0.05$) and also the statistics calculated for Watson's binocular equals 1.61 and it is located in the range (1.5 to 2.5). Thus, we can conclude that the regression model error between the variables of managers' emotional intelligence and staffs' organizational citizenship behavior has a normal distribution and there is not any correlation and these show that the linear adjustment is appropriate. To adjust the linear model regarding table 14 of adjustment prediction model between organizational citizenship behavior variable and minor variables of managers' emotional intelligence we have:

$$(\text{Self-awareness skill} * 0.065) + (\text{Self-control skill} * 0.96) + (\text{Self-stimulation skill} * 0.042) + (\text{Social consciousness skills} * 0.132) + (\text{Social skills} * 0.07) + 5.09 = \text{staffs' organizational citizenship behavior}$$

Regarding the adjustment model in which the meaningfulness level of variables is less than error level ($\alpha=0.05$), and only the variables of self-awareness and self-stimulation show more than error level ($\alpha=0.05$), there is a very weak effect in prediction of the staffs' organizational citizenship behavior.

4. Conclusion and suggestions:

Regarding the main hypothesis, which states that there is a meaningful relationship between managers' emotional intelligence and staffs' organizational citizenship behavior, this relationship was calculated to be about %57 (Spearman's coefficient correlation) and the research hypothesis was approved. This result accords with the results of other scientists' researches such as: Korkmaz & Arpacı (2009); Refler (2004); Moghddam & Farajian (2008); Moghaddami et al (2011). But the elements and questionnaires of the present research have not been utilized in any of those researches. Thus, there is no expectable prediction capability about the nature of the relationship between the dimensions of emotional intelligence and staffs' organizational citizenship behavior. In first hypothesis, the test results showed that there is a meaningful relationship between self-awareness skill of managers and staffs' organizational citizenship behavior and this relationship is about %48 (Spearman's coefficient

correlation) and the research hypothesis was approved. The test results of the second hypothesis state that there is a meaningful relationship between self-control skill of managers and staffs' organizational citizenship behavior and this relationship is about %87 and the research hypothesis was approved. The test results of the third hypothesis state that there is a meaningful relationship between self-stimulation skill of managers and staffs' organizational citizenship behavior and this relationship is about %53 and the research hypothesis was approved. The test results of the fourth hypothesis state that there is a meaningful relationship between social consciousness skill of managers and staffs' organizational citizenship behavior and this relationship is about %69 and the research hypothesis was approved. The test results of the fifth hypothesis state that there is a meaningful relationship between social skill of managers and staffs' organizational citizenship behavior and this relationship is about %70 and the research hypothesis was approved.

Also regarding the direct effect of emotional intelligence variables in predicting the adjustment model, the standardized beta coefficients of the variables were used and through it we could judge about the relative importance of the variables. By analyzing the route of managers' emotional intelligence elements which showed the direct effects on each of the independent variables, we could conclude that those effects were affective on staffs' organizational citizenship behavior in the following order respectively: self-control, 0.64; social awareness skill, 0.17; social skills, 0.10; self-stimulation skill, 0.07; self-awareness, 0.05.

4.1. Suggestions:

- 1- Regarding the results of the present research emphasizing at the importance of considering emotional intelligence and using it to increase and emerge organizational citizenship behavior by staffs which results in achieving the effective organizational performance, we suggest organizations' managers to pay more attention to recognition and reinforcement of their own emotional intelligence.
- 2- To increase the knowledge of managers about the nature of emotional intelligence based on the 5 step model of Boyatzich, we suggest that short-term educational courses about emotional intelligence should be planned and administered for the managers.
- 3- Some consulting groups should be formed for staffs and managers and factors which indirectly affect the increase of staffs' organizational citizenship behavior should be

identified and a close relationship between managers and staffs should be created.

- 4- Organizations should choose individuals with higher emotional intelligence to be managers because it affects managers' success and the questionnaires designed in the field should be used to accomplish it.
- 5- Organizations should use emotional intelligence as an index to alter managers or promote them in the organization. The researches show that the revolutionary leadership is naturally related to emotional intelligence and there is a positive and meaningful relationship between revolutionary leadership and organizational citizenship behavior.

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