

The effect of emotional intelligence and job satisfaction on organizational citizenship behavior

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CHRONICLE

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ABSTRACT

This paper presents an empirical investigation to study the roles of emotional intelligence (EI) and job satisfaction (JS) on employees' organizational citizenship behavior (OCB). The study is performed among 140 randomly selected employees who worked for an Iranian bank in province of Karaj in 2014. The study uses the questionnaire developed by Organ (1998) [Organ, D. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.] to measure organizational citizenship behavior (OCB). To measure emotional intelligence, Cyberia Shrink emotional intelligence quiz is employed. Finally, to measure job satisfaction, a revised version of the questionnaire introduced by Smith et al. (1969) [Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The Measurement of Satisfaction in Work and Retirement*. Chicago: Rand McNally.] is implemented. The results of Pearson correlation have indicated that there were some positive and meaningful relationships between EI as well as JS with OCB. In addition, the results of Stepwise regression have indicated that there were some positive and meaningful relationship between all components of EI, JS with OCB.

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1. Introduction

Several evidences suggest that individuals who are high in emotional intelligence are more likely to perform a higher level of performance outcomes. Carmeli and Josman (2006) investigated the relationship between emotional intelligence (BarYon, 2000) and two characteristics of work outcomes including task performance and two types of organizational citizenship behaviors, altruism and compliance. They reported positive relationships between emotional intelligence and employees' work outcomes. Appelbaum et al. (2004) developed an action plan to move from current culture to preferred expressed culture beginning by rewarding team activity rather than individual activities; improving employee satisfaction even if the observed level were medium to high. Bienstock et al. (2003) studied organizational citizenship behavior, with its framework of organizational rights and responsibilities. The study indicated that service employee perceptions were positively associated with organizational citizenship behaviors. In addition, it showed that these behaviors could yield in more effective service delivery to organizational standards and enhanced customer perceptions of service quality. Bolino and

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Turnley (2003) provided an overview of the issues that are responsible for producing citizenship behaviors and described how different firms could develop practices that foster and sustain employee citizenship. They also explained how citizenship behaviors should be monitored and managed in order for such behaviors to have enhancing rather than deleterious impacts on organizational and employee performance.

Jung and Yoon (2012) performed an investigation to understand the interrelationships among the emotional intelligence of employees in a deluxe hotel, their counterproductive work behaviors, and organizational citizen behaviors in Korea. The results indicated that as elements of emotional intelligence, others' emotion appraisal, use of emotion, and self-emotion appraisal significantly influenced on counterproductive work behaviors, whereas self-emotion appraisal and use of emotion influenced on organizational citizen behaviors. Chiu and Chen (2005) reported that job variety and job significance influenced positively on OCB, whereas job identity, job autonomy, job feedback and job interdependence were not substantially associated with OCB. In addition, in their survey, job satisfaction, especially intrinsic satisfaction, was a mediating mechanism of the relationship between job variety, job significance and OCB.

2. The proposed study

This paper presents an empirical investigation to study the roles of emotional intelligence (EI) and job satisfaction (JS) (Bateman & Organ, 1983) on employees' organizational citizenship behavior (OCB). (Brightman & Moran, 1999; Barroso Castro et al., 2004). The study is performed among some randomly selected employees who worked for an Iranian bank in province of Karaj in 2014. The sample size of the proposed study is calculated as follows,

$$n = \frac{N \times z_{\alpha/2}^2 \times p \times q}{\varepsilon^2 \times (N - 1) + z_{\alpha/2}^2 \times p \times q}, \quad (1)$$

where N is the population size, $p = 1 - q$ represents the yes/no categories, $z_{\alpha/2}$ is CDF of normal distribution and finally ε is the error term. Since we have $p = 0.5$, $z_{\alpha/2} = 1.96$ and $N = 230$, the number of sample size is calculated as $n = 140$. Fig. 1 shows the structure of the proposed study.

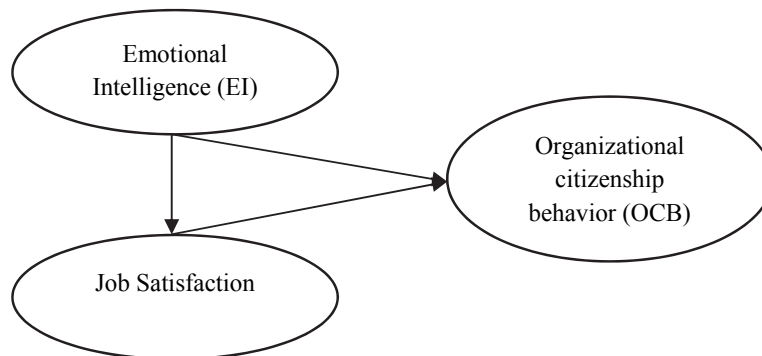


Fig. 1. The structure of the proposed study

There are two main hypotheses associated with the proposed study of this paper as follows,

1. There is a relationship between emotional intelligence and job satisfaction.
2. There is a relationship between job satisfaction and organizational citizenship behavior.

The study uses the questionnaire developed by Organ (1998) to measure organizational citizenship behavior (OCB). To measure emotional intelligence, the study uses Cyberia Shrink emotional intelligence quiz. Finally, to measure job satisfaction, the study uses a revised version of the questionnaire introduced by Smith et al. (1969).

2.1. Personal characteristics of the participants

In our survey, 88% of the participants were married, 12% of them were single and nearly 75% of them were aged 30-40. In addition, about 92% of the participants hold some university education with good job experiences. Fig. 2 shows some of the personal characteristics of the participants.

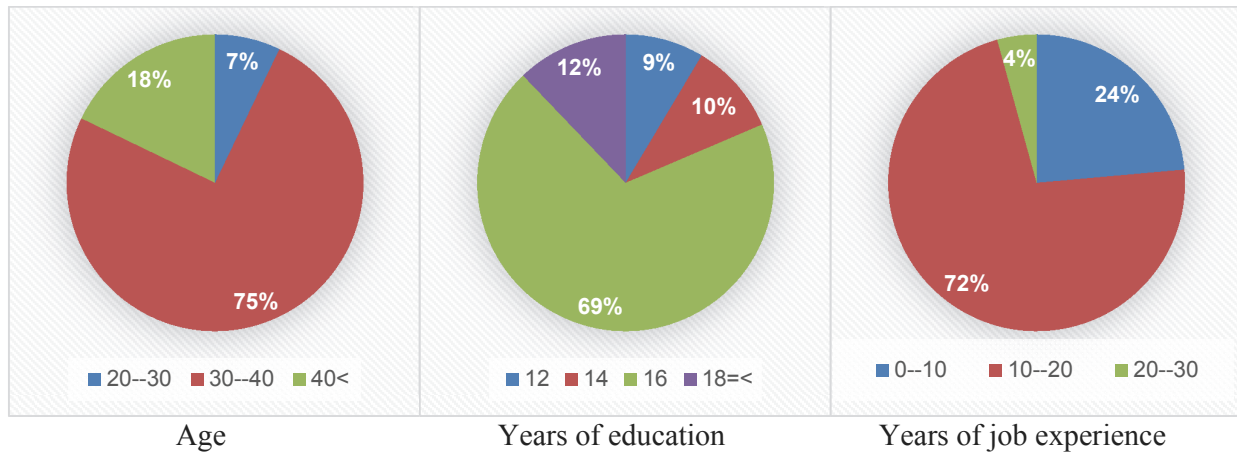


Fig. 1. Personal characteristics of the participants

Table 1 shows the results of some basic statistics associated with the proposed study. In addition, the implementation of Kolmogorov-Smirnov test has indicated that all three variables of the proposed study are normally distributed when the level of significance was five percent.

Table 1

The results of some basic statistics

Variable	Mean	Variance	Standard deviation
Job Satisfaction	68.89	68.265	29.16
Nature of work	30.2	71.14	3.83
Supervisor	35.19	1.14	3.74
Partners	68.21	44.14	3.8
Promotion	72.14	83.3	5.55
Pay	62.13	60.23	85.4
Emotional Intelligence	55.117	28.195	9713
Self-motivation	30.24	79.9	3.13
Self-awareness	51.3	42.16	5.4
Self-control	52.23	19.24	4.91
Social consciousness	34.21	30.15	3.91
Social skills	86.17	8.11	3.32
Organizational citizenship behavior	34.92	39.16	25.6

Table 2

The summary of the implementation of Kolmogorov-Smirnov test

Variable	N	Z	Sig	Result
Emotional intelligence	140	0.742	0.641	Normally distributed
Job satisfaction	140	0.803	0.539	Normally distributed
Organizational citizenship behavior	140	0.948	0.330	Normally distributed

3. The results

In this section, we present the results of testing different hypotheses of the survey. Table 3 also shows the results of Pearson correlation ratios between emotional intelligence and its factors on one side and organizational citizenship behavior. As we can observe, there are some positive and meaningful relationships between different components and we can conclude that there was a strong and positive relationship between EI and OCB ($r = 0.976$, Sig. = 0.000).

Table 3

The results of Pearson correlation between emotional intelligence and organizational citizenship behavior

		OCB	Self-motivation	Self-awareness	Self-control	Social consciousness	Social skills	EI
OCB	r	1	0.699**	0.610**	0.809**	0.783**	0.584**	0.976**
	sig		0.000	0.000	0.000	0.000	0.000	0.000
Self-motivation	r	0.699**	1	0.341**	0.557**	0.480**	0.262**	0.716**
	sig	0.000		0.000	0.000	0.000	0.002	0.000
Self-awareness	r	0.610**	0.341**	1	0.395**	0.323**	0.214*	0.647**
	sig	0.000	0.000		0.000	0.000	0.011	0.000
Self-control	r	0.809**	0.557**	0.395**	1	0.609**	0.277**	0.828**
	sig	0.000	0.000	0.000		0.000	0.001	0.000
Social consciousness	r	0.783**	0.480**	0.323**	0.609**	1	0.429**	0.798**
	sig	0.000	0.000	0.000	0.000		0.000	0.000
Social skills	r	0.584**	0.262**	0.214*	0.277**	0.429**	1	0.577**
	sig	0.000	0.002	0.011	0.001	0.000		0.000
Emotional Intelligence (EI)	r	0.976**	0.716**	0.647**	0.828**	0.798**	0.577**	1
	sig	0.000	0.000	0.000	0.000	0.000	0.000	

*P < 0.05 **P < 0.01

Table 4 demonstrates the results of relationships between job satisfaction and organizational citizenship behavior. Again, we observe a positive and meaningful relationships between organizational citizenship behavior and job satisfaction ($r = 0.978$, Sig. = 0.000).

Table 4

The results of Pearson correlation between job satisfaction (JS) and organizational citizenship behavior

		OCB	Nature of work	Supervisor	Partners	Promotion	Pay	JS
OCB	r	1	0.699**	0.730**	0.704**	0.841**	0.655**	0.978**
	sig		0.000	0.000	0.000	0.000	0.000	0.000
Nature of work	r	0.699**	1	0.509**	0.489**	0.466**	0.379**	0.738**
	sig	0.000		0.000	0.000	0.000	0.000	0.000
Supervisor	r	0.730**	0.509**	1	0.570**	0.540**	0.240**	0.738**
	sig	0.000	0.000		0.000	0.000	0.004	0.000
Partners	r	0.704**	0.489**	0.570**	1	0.557**	0.283**	0.753**
	sig	0.000	0.000	0.000		0.000	0.001	0.000
Promotion	r	0.841**	0.466**	0.540**	0.557**	1	0.443**	0.836**
	sig	0.000	0.000	0.000	0.000		0.000	0.000
Pay	r	0.655**	0.379**	0.240**	0.283**	0.443**	1	0.659**
	sig	0.000	0.000	0.004	0.010	0.000		0.000
Job satisfaction	r	0.978**	0.738**	0.738**	0.753**	0.836**	0.659**	1
	sig	0.000	0.000	0.000	0.000	0.000	0.000	

*P < 0.05 **P < 0.01

Table 5 demonstrates the results of step-wise regression model between OCB as dependent variable and emotional intelligence components as independent variables. As we can observe F-value is statistically significant, which means there are some linear and meaningful relationships between OCB and EI components. Durbin-Watson is within desirable level, which means there is no autocorrelation among residuals and finally, Adjusted R-Square is equal to 0.953, which means independent variables could describe 95% of the changes on dependent variable. Moreover, all t-values are statistically significant and we can conclude that all EI components positively influence on OCB.

Table 5
The summary of regression analysis between EI and OCB

Model	Non-standard coefficient		Standard	t-value	Sig.
	B	Std. Error	Beta		
Intercept	-16.092	1.140		-14.116	0.000
Self-motivation	0.437	0.046	0.219	9.517	0.000
Self-awareness	0.392	0.032	0.254	12.411	0.000
Self-control	0.445	0.033	0.349	13.635	0.000
Social consciousness	0.437	0.040	0.273	10.852	0.000
Social skills	0.485	0.039	0.258	12.581	0.000

F-value = 562.485 (Sig. = 0.000) Durbin-Watson = 1.610 Adjusted R-Square = 0.953

Finally, we study the relationship between job satisfaction and organizational citizenship behavior and Table 6 shows the results of our survey.

Table 6
The summary of regression analysis between JS and OCB

Model	Non-standard coefficient		Standard	t-value	Sig.
	B	Std. Error	Beta		
Intercept	2.702	0.742		3.643	0.000
Nature of work	0.316	0.035	0.194	9.049	0.000
Supervisor	0.430	0.038	0.257	11.339	0.000
Partners	0.264	0.037	0.160	7.088	0.000
Promotion	0.439	0.026	0.389	16.812	0.000
Pay	0.389	0.025	0.302	15.532	0.000

F-value = 668.043 (Sig. = 0.000) Durbin-Watson = 2.061 Adjusted R-Square = 0.96

As we can observe F-value is statistically significant, which means there are some linear and meaningful relationships between OCB and JS components. Durbin-Watson is within desirable level, which means there is no autocorrelation among residuals and finally, Adjusted R-Square is equal to 0.96, which means independent variables could describe 96% of the changes on dependent variable. Moreover, all t-values are statistically significant and we can conclude that all JS components positively influence on OCB.

4. Conclusion

This paper has presented an empirical investigation to study the roles of emotional intelligence (EI) and job satisfaction (JS) on employees' organizational citizenship behavior (OCB) on selected employees who worked for an Iranian bank in province of Karaj. The results of Pearson correlation have indicated that there were some positive and meaningful relationships between EI as well as JS with OCB. In addition, the results of Stepwise regression have indicated that there were some positive and meaningful relationship between all components of EI and JS with OCB. The results of this survey are consistent with other findings reported on the literature (Bateman & Organ, 1983; Barroso Castro et al., 2004; Carmeli & Josman, 2006).

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