

## **The Study of Organizational Citizenship Behavior (OCB) and the Role of Emotional Quotient (EQ) on Incidence of It in Hospitals of Zabol**

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**ABSTRACT** — This article has studied the effect of emotional quotient on the organizational citizenship behavior of the hospital staff on 2016. For this purpose, all the hospital staff in Zabol city was studied as the statistical population, the randomized sampling method was employed and the statistical population of the study was calculated by Morgan's Table to be 346. This is a descriptive-survey study of correlation type and causative nature. The tools of acquiring information were two questionnaires of Bradbury and Graves' (1999) Emotional Quotient, and Podsakoff's (2000) Organizational Citizenship Behavior which were distributed among the respondents after testing their validity and reliability. The findings of the study were tested on LISREL Software. Cronbach's Alpha coefficients for the emotional quotient questionnaire, and organizational citizenship behavior questionnaire were 0.874, and 0.813, respectively. Also, the results of testing the hypotheses indicate that all the dimensions of emotional quotient have a direct and significant effect on the outbreak of organizational citizenship behavior among the hospital staff in Zabol city. The final result is indicative of the effect of emotional quotient on the organizational citizenship behavior of the hospital staff in Zabol.

**KEYWORDS:** emotional quotient, organizational citizenship behavior, the hospital staff

### **Introduction**

Doubtless, nowadays one of the most vital, stressful, and stress jobs is related to patients and their treatment, or hospitals, and medical-health centers. The staffs in these centers and organizations working daily or circadian encounter a lot of visitors. Showing appropriate and right behaviors to the visitors (Patients) and colleagues becomes more necessary for the hospital staff compared to other organizations, because most of the visitors of the hospitals are in a poor mental state, and the job and mental stresses are great in these environments. Then, in order to improve the behaviors, and communications of the staff, and to avoid undermining the staff, and the increased level of service to patients, and other visitors, and further, to create strong incentives to the staff for the realization of the organizational goals (the increased level of services in the hospitals, and the visitors' consent), the necessity of strengthening, and even institutionalization of the spirits such as loyalty, altruism, respect, empathy, ... is observed. One of the growing concepts which are related to these extra-role behaviors is the "Organizational citizenship behavior" which has caught the attention of many scholars, nowadays. So, by this effective factor which improves the organization's performance, particularly among the service organizations; the man, as an organizational citizen, is encouraged to transcend the official duties; which, it requires a kind of a superior intelligence beyond the general intelligence among the individuals. So, in line of these extra-role behaviors, many internal and external factors are involved; in the meantime, despite their great importance, the internal factors have received little attention. One of the influential internal factors is the "emotional quotient" of the staff. This quotient involves the individuals' emotional side which effect in the organizations has less been studied. In fact, this article will try to study the effects of the individuals' emotional sides on the organizational citizenship behavior in the hospitals (which mainly attempt to provide satisfactory services). The emotional quotient has many aspects which throughout the article will be dealt with according to the experts. Now, to study the effect of emotional quotient on the organizational citizenship behavior, the dimensions of the emotional quotient are considered according to Daniel Golman's Model. The dimensions are: consciousness, self-management, social awareness and relationship management. The influence of these factors on the organizational citizenship behavior will be individually studied in the hospitals of Zabol. The staffs with a higher level of emotional quotient set up and manage their own emotions and the others' emotions more skillfully in order to create positive interactions. Then, it leads to a higher level of organizational citizenship behavior, and consequently a higher level of job performance (Wang and Love, 2002). So, by considering the views of the experts such as Wang and Love, it can be inferred that in the job place, the staff who have a higher level of emotional quotient can manage the events more cleverly and tactfully, listen to others, well sympathize with them, and make friendly and intimate relationships with others in their Personal

life and career. So in the meantime, we should seek the effect of the emotional quotient on the outbreak of the extra-role behaviors; which, the importance and necessity of these behaviors are partly explained by the hospital staff. In fact, this article seeks to answer the following questions. The main question is that whether the emotional quotient influences the organizational citizenship behavior of the hospital staff in Zabol. The following major questions can be expressed as:

- 1- Does the consciousness of the hospital staff influence the organizational citizenship behavior?
- 2- Does the self-management of the hospital staff influence the organizational citizenship behavior?
- 3- Does the social awareness of the hospital staff influence the organizational citizenship behavior?
- 4- Does the relationship management of the hospital staff influence the organizational citizenship behavior?

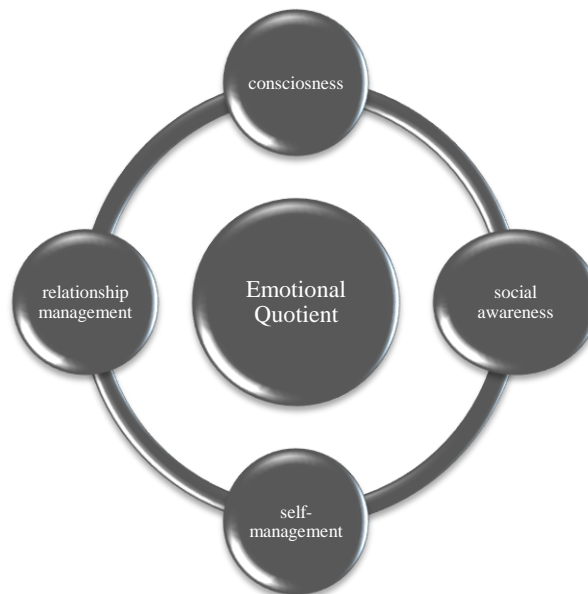
**Research Literature**

**The emotional quotient**

Maybe it can be said that the discussion on the emotional quotient began 2000 years ago, when Plato wrote that all learning has an emotional basis (Freeman, 2003). Since that time, the scientists and philosophers have been working on this subject to prove or disprove the importance of the emotions. Also, Aristotle says: “It is easy to become furious. All can get furious. But it is not easy to get furious at the right person, to the right extent, in the right time, and for the right reason!” The emotional quotient is rooted in the concept of social quotient, which was first proposed by Thorndike on 1920. According to him, the social quotient is the ability to understand and manage people in human relations (Hadizadeh Moghadam and Farajeeyan, 2008). Wexler was another theorist who considered the different aspects of quotient. On 1940, he proposed the idea of none-intellective and intellective elements. According to him, the non-intellective elements are the emotional, personal, and social elements. Also, he stated that the non-intellective abilities are necessary for the prediction of an individual’s success in life (Cherniss, 2000, quoted from Alvani and Dadeh Beigi, 20007). On 1984, Leeper also believed that the emotional thinking is part of the rational thinking, which helps the rational thinking, or in broader meaning the intelligence (Jalali, 2002). At the beginning of 1980, the researches began to systematically conceptualize the idea of emotional quotient. The most famous concepts were Gardner’s (1983) Intrapersonal and Interpersonal Intelligence, Steiner’s (1984) Studies on the emotional literacy which become the building stones for the word which Salovey and Mayer called the emotional quotient on 1989-1990 (Hadizadeh Mogham and et al, 2008). According to them, the emotional quotient, being a from social quotient, is indicative of the ability to control the emotions of one’s own and others, to discriminate between them, and to use this information to guide thought and action. Bar-on (1997) regards the emotional quotient as an important factor of the individuals’ efflorescence of capabilities to gain success in their lives, and relates it to the individuals’ emotional symptoms and mental health (Moshbekhi and Shojaee, 2009).

**Golman’s Model of Emotional Quotient**

In Golman’s Model, the “emotional quotient abilities” are expressed in the form of four types of personal and social abilities as the following:



**Figure1.** Golman’s Model of Emotional Quotient

- 1- “Consciousness”, the ability to understand the strengths weaknesses;
  - 2- “Self-management”, the ability to control the internal moods, tensions and capabilities;
  - 3- “The social awareness”: the ability to understand people and groups;
  - 4- “The relationship management”: the ability to create favorable reactions in others;
- The personal abilities consist of “consciousness” and “self-management”, and the social abilities consist of social awareness, and the relationship management.

**The personal abilities:**

**Consciousness:** is the ability to understand the moods, and emotions (Malcolm, 2003) and leveraging so that the others are affected (Golman, 1998; Victor, 1999). Consciousness is to have a deep understanding of one’s own feelings, forces, weaknesses, needs, and drives (M.Afzalvar, 2003).

**Self-management:** The ability to control one’s own feeling; it is an ability which is based on consciousness. This skill refers to the individual’s capacity to relieve him, and to keep off the common anxieties, depressions, or impatience, or resulted from failure (M.Afzalvar, 2003).

**The social abilities:**

**Social awareness:** to understand the others’ thoughts and feelings, this is comprised of showing sympathy in all personal, group, and organizational levels (Golman, 1998). The individuals in possession of this skill know exactly that their speech and action influences the others; also, they know that if their behavior has negative effects, they should change it. Empathy is a typical social skill. Empathy is the ability to enter into the others’ feelings, or the ability to understand the staff feeling in the process of intelligent personal or group decision-making. Relationship management: is the ability to maintain effective, clear and satisfying communications and interactions, cooperation, group work, the reconciliation and the creation of strong bonds between the people. This skill can be adopted to open passions and resolve conflicts (Golman, 1998).

**Organizational Citizenship Behavior**

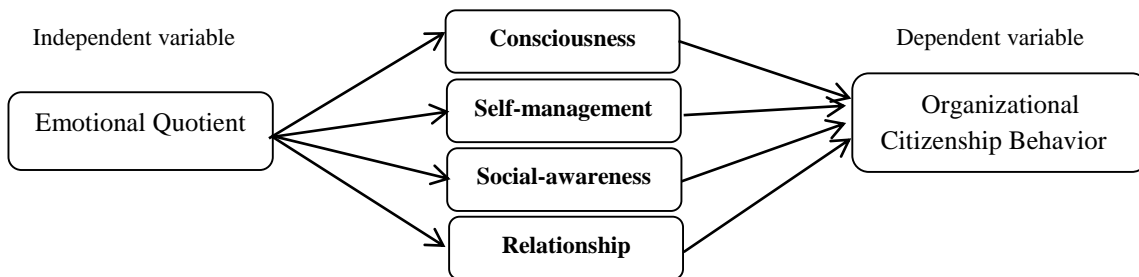
The concept first introduced by Batman and Organ in the early 1980s to the world of science. However, people like them Katz and Kahn before surveyed it with the distinction between the role performance and innovative and spontaneous behaviors in the seventies and eighties and also before them, people like Chester Barnard by introducing the concept of willingness to cooperate in 1938 reviewed this issue. (Tabarsa and Mirzadeh, 2010).

Basic research in the field of organizational citizenship behavior was done to identify the responsibilities and behaviors that employees had in organization, but it was often overlooked. Despite these behaviors were measured incompletely in traditional evaluation of job performance or even sometimes were neglected, but were effective in improving organizational effectiveness. (Bistouk et al., 2003; 360). These actions that occur in the workplace are defined as:

A set of voluntary behaviors that are not part of the official duties of the individual, but despite this fact, it is done by the person and causes an effective improvement of tasks and role of organization (Eslami and Sayar, 2007). According to Organ (1988), organizational citizenship behavior is a spontaneous and conscious behavior that is not envisaged directly or explicitly by the formal reward system, but generally improve performance. By spontaneous and conscious it means that this behavior is not the need for mandatory role or job description, but most of this behavior is a personal choice and is not punitive if it is no done. (Alessia, 2008). Also, the organizational citizenship behavior is defined as behavior that enhances the effectiveness of the organization's objectives by helping the social and psychological environment. (Ratendo and Saket, 2002).

**Theoretical Frameworks**

According to the theorists, the emotional quotient is an effective variable on the individuals’ attitude, behavior, and performance in the organization; and, the organizational citizenship behavior is also a stimulant for the positive job relationships, and the realization of the organizational goals. Different studies have shown the effect of many of the variables of these two concepts on each other, and their direct and indirect relationships. This article theoretically studies the relationship between the two variables of the emotional quotient, and the organizational citizenship behavior. The study model is represented on the diagram below.



**Diagram1.** Theoretical Framework of the Study

**Study Hypothesis:**

- 1- The emotional quotient of the hospital staff in Zabol influences their organizational citizenship behavior.
- 2- The consciousness of the hospital staff in Zabol influences their organizational citizenship behavior.
- 3- The self-management of the hospital staff in Zabol influences their organizational citizenship behavior.
- 4- The social-awareness of the hospital staff in Zabol influences their organizational citizenship behavior.
- 5- The relationship management of the hospital staff in Zabol influences their organizational citizenship behavior.

**Methodology**

This study for its purpose is an applied one, and for its data gathering method is a survey one. The descriptive method aims to describe the conditions or phenomena under study. The survey method, being a sub-class of the descriptive method aims to study the distribution of the properties among the statistical population. To describe the sample properties, firstly, the gathered data are summarized and classified by using the indices of descriptive statistics. Then, by using the indexes of inferential statistics (Regression coefficients), we test the validity of the hypotheses. In this article, to gather information on the theoretical foundations and literature, the library studies, and the university articles and magazines have been employed. Also, to collect data of the statistical information of testing the study hypotheses the filed method (questionnaire) and the method of inquiry in the statistical sample were employed. Bradbury and Graves’ (1999) Questionnaire of emotional quotient, and Padskof’s Questionnaire of organizational citizenship Behavior were employed which whose reliability have also been confirmed (>0.7). The statistical population in this study involves all the hospital staff in Zabol who amount to 3320 people who are working in all the hospitals of Zabol. According to Morgan’s Table the sample volume was calculated to be 346. The same numbers of questionnaires were distributed among the selected staff, of which 330 questionnaires were handed back. In this article, since the people of the statistical population under study are classified in to some strata which are homogeneous in terms of their properties (organizational units), the stratified random sampling method will be employed; and, inside each strata the simple randomized sampling method is applied. After data gathering, they are analyzed by using LISREL Software.

**Findings**

To perform the regression test on the variables, it is necessary to study the fitness of the comprehensive research model at first hand. If it is validated, then it is possible to evaluate the structural model. According to the results on Table1, since all model indices fit the standard range, then all the general fitness criteria of the comprehensive research model enjoy appropriate fitness, and in this way, the comprehensive research model is apt for the research regression test (Figs2, and3). In general, if the t-value is greater than |1.96| or |2.57|, the effect of the intended structure on the other one on the error standard of 5%, and on the error standard of 1% will be statistically significant (Koufteros, 1999).

**Table1.** The comprehensive model fit indices

Statistics of the basic research model	Acceptance Criteria	Index of Fitness
$101.56\chi^2 =$ $36, df =$	$\chi^2 \leq 3df$	$\chi^2$ (Chi Square)
<b>2.82</b>	$\chi^2 / df \leq 3$	$\chi^2 / df$
<b>0.076</b>	$RMSEA \leq 0.08$	<i>RMSEA</i>
<b>0.92</b>	$0.90 \leq NNFI$	<i>NNFI</i>
<b>0.89</b>	$0.90 \leq CFI$	<i>CFI</i>
<b>0.86</b>	$0.80 \leq GFI$	<i>GFI</i>
<b>0.85</b>	$0.85 \leq AGFI$	<i>AGFI</i>

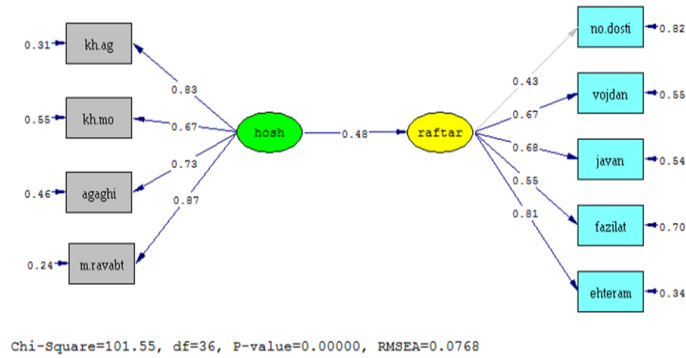


Figure 2. The standard comprehensive research model

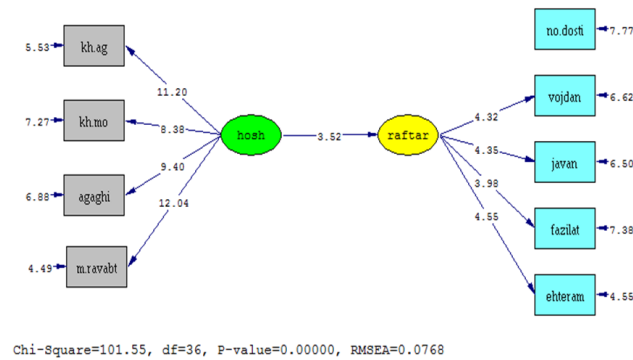


Figure 3. The significant (T-value) comprehensive research model

### Hypotheses Analysis based on Factor Analysis Model

**Main Hypotheses: The emotional quotient of the hospital staff in Zabol influences their organizational citizenship behavior.**

**H<sub>0</sub>:** The emotional quotient of the hospital staff in Zabol isn't influences their organizational citizenship behavior.

**H<sub>1</sub>:** The emotional quotient of the hospital staff in Zabol influences their organizational citizenship behavior.

According to figures2 and 3 which show the standard and significant comprehensive research models, it can be concluded that because the resulted t-score (3.52) is greater than 1.96, then the emotional quotient influences the organizational citizenship behavior of the hospital staff in Zabol; it means that the  $H_0$  hypothesis is rejected, and  $H_1$  hypothesis is confirmed.

**Sub- Hypotheses1: The consciousness of the hospital staff in Zabol influences their organizational citizenship behavior.**

**H<sub>0</sub>:** The consciousness of the hospital staff in Zabol isn't influences their organizational citizenship behavior.

**H<sub>1</sub>:** The consciousness of the hospital staff in Zabol influences their organizational citizenship behavior.

According to figures2 and 3 which show the standard and significant comprehensive research models, it can be concluded that because the resulted t-score (11.20) is greater than 1.96, then the consciousness influences the organizational citizenship behavior of the hospital staff in Zabol; it means that the  $H_0$  hypothesis is rejected, and  $H_1$  hypothesis is confirmed.

**Sub- Hypotheses2: The self-management of the hospital staff in Zabol influences their organizational citizenship behavior.**

**H<sub>0</sub>:** The self-management of the hospital staff in Zabol isn't influences their organizational citizenship behavior.

**H<sub>1</sub>:** The self-management of the hospital staff in Zabol influences their organizational citizenship behavior.

According to figures2 and 3 which show the standard and significant comprehensive research models, it can be concluded that because the resulted t-score (8.38) is greater than 1.96, then the self-management influences the organizational citizenship behavior of the hospital staff in Zabol; it means that the  $H_0$  hypothesis is rejected, and  $H_1$  hypothesis is confirmed.

**Sub- Hypotheses3: The social-awareness of the hospital staff in Zabol influences their organizational citizenship behavior.**

**H<sub>0</sub>:** The social-awareness of the hospital staff in Zabol isn't influences their organizational citizenship behavior.

**H<sub>1</sub>:** The self-management of the hospital staff in Zabol influences their organizational citizenship behavior.

According to figures 2 and 3 which show the standard and significant comprehensive research models, it can be concluded that because the resulted t-score (9.40) is greater than 1.96, then the social-awareness influences the organizational citizenship behavior of the hospital staff in Zabol; it means that the  $H_0$  hypothesis is rejected, and  $H_1$  hypothesis is confirmed.

**Sub- Hypotheses 4: The relationship management of the hospital staff in Zabol influences their organizational citizenship behavior.**

**H<sub>0</sub>:** The relationship management of the hospital staff in Zabol isn't influences their organizational citizenship behavior.

**H<sub>1</sub>:** The relationship management of the hospital staff in Zabol influences their organizational citizenship behavior.

According to figures 2 and 3 which show the standard and significant comprehensive research models, it can be concluded that because the resulted t-score (12.04) is greater than 1.96, then the relationship management influences the organizational citizenship behavior of the hospital staff in Zabol; it means that the  $H_0$  hypothesis is rejected, and  $H_1$  hypothesis is confirmed.

To study the significance of the model coefficients, it is necessary to show the t-score on each path. The T-values and the path coefficients in the model are shown on Table 2 below.

**Table 2.** The coefficients of the paths, and t-score of the proven conceptual model

Path	Coefficient	t-score	Confirmation status
Consciousness → emotional quotient → OCB	0.83	11.20	confirmed
Self-management → emotional quotient → OCB	0.67	8.38	confirmed
Social-awareness → emotional quotient → OCB	0.73	9.40	confirmed
Relationships management → emotional quotient → OCB	0.87	12.04	confirmed
Emotional quotient → OCB	0.48	3.52	confirmed

Now, it can be concluded based on the significance coefficients and figures, and the relationships between the variables that all the study hypotheses are confirmed.

### Discussion and Results

By studying the hypotheses and intended results on Tables 1, and 2 and Diagrams 2, and 3, it can be concluded that one of the variables which helps the staff to have OCB, and satisfy their visitors is the emotional quotient. Of course, by regressive studying of each dimension of the emotional quotient, and their effect on the organizational citizenship behavior, a strong and significant correlation between these dimensions and the organizational citizenship behavior is observable. Still, studying the correlation between the emotional quotient and dimensions of the organizational citizenship behavior shows a regressive and linear relationship between these factors. But, the point here is that the value of correlation between the emotional quotient and the dimensions of organizational citizenship behavior are weaker than the correlation between the dimensions of the emotional quotient and the organizational citizenship behavior; which, it is predictable; because, due to the precedence of the emotional quotient to the organizational citizenship behavior, the correlation type between the dimensions of the organizational citizenship behavior and the emotional quotient will be recessive. The results of the major study hypotheses are in line with the studies by Solan (2009), Ooslami (2009), Shafel & et al (2009), Richards (2010), Yarmohamadi Monfared & et al (2012), Eidi & et al (2013), Hio & He (2012), Maleki & et al (2013), and Chiah & Shirel (2013). According to the intended data and results, some suggestions have been provided. Here, some of them are presented to the scholars and the managers of organizational in order to further than improving the levels of emotional quotient and organizational citizenship behavior in the staff, new approaches in this field become available to the scholars and managers.

- In general, the results of testing the hypotheses come from the positive effect of the emotional quotient on the organizational citizenship behavior. In this respect to benefit from the voluntarily and extra-role behaviors in the hospitals and medical centers, the variables of the emotional quotient in the hospital staff, in particular for those who are in direct contact with the patients, can be reinforced.
- For this reason, the hospitals should at the beginning and at the beginning of employment consider these emotional capabilities, and then by inducting the atmosphere of organizational culture based on cooperation and empathy, increase its sociability.
- It is suggested that a guideline of emotional eligibility and the organizational citizenship behaviors be codified which can influence the job promotion, and the hospital staff promotion system, and be executed. The hospital managers can on specific occasions, honor and pay tribute to the people who in their career have made positive and effective relationships, and by showing extra-role behaviors have gained acceptably the satisfaction of their patients and colleagues. By so doing, the intended person will be encouraged to continue this behavior; and, a model is provided for the rest of the staff.
- By pre-service or in-service training classes, job seminars on the control of negative emotions, and stresses, and acquiring the skills of emotional quotient, the hospitals and other organizations can create the organizational citizenship behavior in the staff; by so doing the visitors satisfaction is gained; which, it results in the better performance of the hospitals.

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