

The relationship Between Emotional Intelligence and Organizational Citizenship Behavior (Testing the Mediating Effect of Job Satisfaction)

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Abstract

Purpose - The study tested the extent to which the emotional intelligence (EI), job satisfaction (JS) and organizational citizenship behavior (OCB) and their dimensions are related. Also it was tested that whether job satisfaction mediates personality effects (Emotional Intelligence) on organizational citizenship behavior. **method** - A questionnaire survey was carried out to explore these relations at the Islamic Azad University of Tehran, South Branch. Participants were ۱۸۷ employees who completed the Wong Law Emotional Intelligence Scale, Blazer Job Satisfaction Scale and Podsakoff Organizational citizenship behavior Scale. Some basic socio-demographic questions were included too. **Finding** - Results indicated that emotional intelligence affects both job satisfaction and organizational citizenship behavior; and job satisfaction affects organizational citizenship behavior significantly. Using structural equation modeling (SEM), it was cleared that job satisfaction mediates the effects of emotional intelligence on organizational citizenship behavior partially. Among the four EI dimensions, "self-emotional appraisals", "other's emotional appraisals" and "use of emotion" were significant independent predictors of job satisfaction and all the four EI dimensions were significant independent predictors of OCB. **Originality/value** - The relations among emotional intelligence, job satisfaction and organizational citizenship behavior have been analyzed simultaneously. Job satisfaction was found to be a mediator between emotional intelligence and organizational citizenship behavior. Emotional intelligence dimensions have significant relation with some aspects of job satisfaction and some dimensions of organizational citizenship behavior.

Keywords - Emotional Intelligence; Job Satisfaction; Organizational Citizenship Behavior and Structural Equation Modeling.

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1. Introduction

Since the publication of Goleman's (1995) book, emotional intelligence (EI) has been a hotly debated topic that has attracted its share of champions and opponents. Some proponents of EI claim it can predict various work-related outcomes, including job performance (e.g., Bachman, Stein, Campbell, & Sitarenios, 2000) and turnover (e.g., Goleman, 1998). Critics of EI, however, are quick to point to the paucity of published studies or scientific evidence to support these assertions (Barrett, Miguel, Tan, & Hurd, 2001). There is accumulating evidence that EI abilities and traits influence job satisfaction (e.g., Carmeli, 2003; Sy, Tram, & O'Hara, 2006) and organizational citizenship behavior (Daus & Ashkanasy, 2005; Van Rooy & Viswesvaran, 2004). But to our knowledge, there is no study testing emotional intelligence, job satisfaction and organizational citizenship behavior simultaneously. In this study, it has been tested that how EI, JS and OCB are related to each other significantly, and how job satisfaction affects and mediates the relationship between emotional intelligence and organizational citizenship behavior.

1.1 Emotional intelligence

Salovey and Mayer (1990) first introduced the concept of emotional intelligence as a type of social intelligence, separable from general intelligence. According to them, emotional intelligence is the ability to monitor one's own and others' emotions, to discriminate among them, and use the information to guide one's thinking and actions. In a later attempt, they (Salovey & Mayer, 1990) expanded their model and defined emotional intelligence as the ability of an individual to perceive accurately, appraise, and express emotion; the ability to access and generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth. Emotional intelligence helps create a positive sense of well-being and thereby enhanced performance outcomes (Druskat, Sala & Mount, 2009). Zeidner, Matthews and Roberts (2004) stated that emotional intelligence "designates the potential to become skilled at learning certain emotional responses that can determine a person's potential for learning

practical job-related emotional and social skills" (p. ٣٨). Goleman (١٩٩٦) claimed that emotional intelligence, not intelligence quotient (IQ) is the true measure of human intelligence. He argued that qualities such as understanding one's emotions, recognizing and empathizing with other's emotions and regulating one's emotions are much more important than IQ. Goleman has published best-sellers on emotional intelligence (١٩٩٥, ١٩٩٨). He suggested that emotional intelligence is composed of self-awareness, self-management, social awareness and social management (١٩٩٨). Emotional intelligence is currently measured in two different ways: as performance and as self-report. The former approach was the initial thrust when the concept was launched in the beginning of the ١٩٩٠'s (Mayer, DiPaolo, & Salovey, ١٩٩٠; Salovey & Mayer, ١٩٩٠), but was soon to be overtaken in applications by self-report scales, such as the one devised by Bar-On (Bar-On, ١٩٩٧, ٢٠٠٠) or by Wong and Low (Wong & Low, ٢٠٠٢).

١.٢ Job Satisfaction

Job satisfaction is a multidimensional concept. Job characteristics, organization and management, salary, working conditions, co-workers, promotion opportunities and inspection, which are regarded as external factors are included in the job satisfaction concept as well as internal factors such as the expectations that individuals have of their jobs (Minibaş, ١٩٩٠; Karaca, ١٩٩٤; Aydinay, ١٩٩٦; Köktürk, ١٩٩٧; Çermik, ٢٠٠١). All emotional, logical and behavioral tendencies of the individual in relation to their work result in the person taking a negative or positive stance towards that job (Gilmer, ١٩٧١), so job satisfaction can affect many aspects of organization.

١.٣ Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) was first introduced in the work of Bateman and Organ (١٩٨٣). OCB refers to the individual contributions in the workplace that go beyond role requirements as stipulated

in the job agreement (Organ & Ryan, 1995). organizational citizenship behavior (OCB) has become a major construct in the fields of psychology and management and received a great deal of attention in the literature (Bateman and Organ, 1983; Bergeron, 2007; Bolino et al., 2002; LePine et al., 2002; Niehoff and Moorman, 1993; Organ, 1988; Organ and Ryan, 1995; Smith et al., 1983; Podsakoff et al., 2003; Tang et al., 2008).

This study adopts the repertoire of Organ's initial definition of OCB with five dimensions and each dimension is discussed more in details in the following sections:

Civic virtue:

Civic virtue is defined as subordinate participation in organization political life and supporting the administrative function of the organization (Deluga, 1998).

Conscientiousness:

Organ (1988) defined it as dedication to the job which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties.

Altruism:

Smith, Organ, and near (1983) defined altruism as voluntary behaviors where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances. .

Courtesy:

Courtesy means a member encourages other workers when they are demoralized and feel discouraged about their professional development.

Sportsmanship:

Organ (1988) defined sportsmanship as the behavior of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting..

1.4 EI, Job Satisfaction and OCB

Research suggested that recent studies tend to focus more on personal

disposition with relation to job satisfaction in the work place (Staw, ٢٠٠٤).

For example, several studies have reported that there were significant relationships between self-esteem, employee motivation and job satisfaction; however, these studies have neglected to examine two potentially important predictors of job satisfaction-emotional intelligence and trust (Dormann & Zapf, ٢٠٠١; Dent, ٢٠٠١). Mayer and Salovey (١٩٩٧) defined emotional intelligence as an individual's ability to perceive, express, understand and regulate emotional responses both internally and in others. An employee with high emotional intelligence is able to respond appropriately to workplace stress and to the emotional behavior of his or her coworkers. These abilities are anticipated to greatly enhance job satisfaction. Moreover, research has already shown that emotional intelligence leads to high job performance (Bar-On, Handley & Fund, ٢٠٠٦; Druskat, Sala & Mount, ٢٠٠٦), long-term mental health (Ciarrochi & Godsall, ٢٠٠٦), better outcomes in work groups and leadership qualities (Lopes, Cote & Salovey, ٢٠٠٦), and organizational success (Mount, ٢٠٠٦).

In the context of the emerging 'affective revolution' in social and organizational psychology (Barsade & Gibson, ٢٠٠٧) Emotional intelligence (EI) is proposed as an important predictor of key organizational outcomes including job satisfaction (Daus & Ashkanasy, ٢٠٠٥; Van Rooy & Viswesvaran, ٢٠٠٤). There is accumulating evidence that EI abilities and traits influence job satisfaction (e.g., Carmeli, ٢٠٠٣; Sy, Tram, & O'Hara, ٢٠٠٦). A number of studies have observed weak to modest relationships between trait EI measures (i.e., EQi, Carmeli, ٢٠٠٣; Kafetsios & Loumakou, ٢٠٠٧; a Greek trait EI scale, Vacola, Tsiaousis, & Nikolaou, ٢٠٠٧) and job satisfaction. A recent study of food service workers and their managers (Sy et al., ٢٠٠٦) observed a positive association between an ability based EI scale (Wong Law Emotional Intelligence Scale, WLEIS; Wong & Law, ٢٠٠٢) and job satisfaction in employees and their managers. Finally, a study of a group of managers Lopes, Grewal, Kadis, Gall, and Salovey (٢٠٠٦) found links between EI abilities and affective proxies of job satisfaction measured via self and supervisor reports. Mikolajczak, Nelis, Hansenne, and Quoidbad (٢٠٠٨) reported that trait EI helps in moderating the effects of unfair treatment or organisational injustice on individuals' OCB on the

ground that individuals with high trait EI would have the ability to appraise the situation, their resources, process the emotional information arising from organisational injustice or unfair treatment and select adaptive coping strategies rather than use maladaptive coping strategies to deal with the negative events.

Mayer et al. (1999b) suggested that individuals who are high in EI are expert at identifying, and responding appropriately to, the emotions of coworkers, customers, and superiors. For example, high EI employees may not complain about undesirable circumstances if they perceive that a superior is feeling tense, or they may offer assistance or encouragement if they sense that a coworker is frustrated. High EI employees are also likely to be empathetic (e.g., Ciarocchi et al., 1999) and, therefore, may be able to adopt the organization's perspective and act in a manner that will benefit the organization (Abraham, 1999). Mayer et al. (1999b) proposed that employees who are high in EI may have smoother interactions with members of their work teams, and may be better able to monitor how one's work group members are feeling and take the appropriate action. Job satisfaction has drawn great attention from organizational behavior researchers (Dormann & Zapf, 2001; Gerhart, 2005; Heller, Judge & Watson, 2002; Staw & Cohen-Charash, 2005; Robbins, 2005).

1.1 Overview of the study's aims and hypotheses

The study aimed firstly to determine whether, and the extent to which, EI is associated with job satisfaction and OCB. Based on recent findings (e.g., Carmeli, 2003; Sy, Tram, & O'Hara, 2006; Daus & Ashkanasy, 2005; Van Rooy & Viswesvaran, 2004) we expected that self-reported EI abilities will be associated with job satisfaction and OCB. Moreover, we examined which EI dimensions may be related to job satisfaction and OCB dimensions. Secondly, we aimed to test whether, and the extent to which, job satisfaction affects and mediates EI effects on OCB. We expected that EI and its dimensions have significant effect on job satisfaction and OCB. At last we expected that job satisfaction mediates the effect of EI on OCB.

2. Method

2.1 Participants

The statistical population in this study consists of all employee members

of three different schools in Islamic Azad University of Tehran, South Branch, which they were ۲۶۰ employees in ۲۰۱۲. The sample volume using Morgan's formula was estimated as ۱۹۰ people. In order to choose the members of sample, the stratified sampling method has been applied. About ۲۰۰ questionnaires were received that ۱۸۷ questionnaires were full and correct. The sample included ۵۳.۸% males and ۴۶.۲% females. ۸۱.۲ % of the Participants involved were married and ۱۸.۸% of them were single.

۱.۲ Measures

All scales were translated into Persian (by an English graduated student) and then back translated into English to ensure meaning equivalence across the two cultures; and the data were collected through ۴ questionnaires. Using SPSS ۱۹., it was indicated that each of questionnaires were highly reliable. (EI Cronbach's $\alpha = .82$, JS Cronbach's $\alpha = .85$, OCB Cronbach's $\alpha = .82$). Then participants were asked to describe the extent to which they agree with items on a LIKERT scale ranging from ۱ (strongly disagree) to ۵ (strongly agree).

- **Emotional intelligence:**

Emotional intelligence was assessed by "Emotional Intelligence Questionnaire" (WLEIS, Wong and Law, ۲۰۰۲). (Cronbach's $\alpha = .87$). The ۱۹-item "Emotional Intelligence Questionnaire" was grouped into ۴ of ۴ questions that are consistent with Mayer and Salovey's (۱۹۹۷) to measure the different dimensions of Emotional intelligence.

Self-Emotional APPraisal (SEA) dimension assesses an individual's self-perceived ability to understand their emotions. The Other's Emotional APPraisal (OEA) dimension assesses a person's tendency to be able to perceive other peoples' emotions. The Use of Emotion (UOE) dimension concerns the self- perceived tendency to motivate oneself to enhance performance. The Regulation of Emotion (ROE) dimension concerns individuals' perceived ability to regulate their own emotions.

- **Job Satisfaction:**

Job satisfaction was measured by a scale developed by Blazer et al (1998).

This scale includes a five subscale (job characteristic, superior, coworkers, opportunities for promotion and salary) and 19 items. (Cronbach's $\alpha = .85$).

- **Organizational Citizenship Behavior:**

Organizational citizenship behavior was measured by a scale developed by Podsakoff (1983). This scale includes a five subscale (civic virtue, sportsmanship, courtesy, conscientiousness, altruism) and 14 items. (Cronbach's $\alpha = .82$).

4. Results

4.1 Correlation analysis:

The correlation coefficient for the study variables are given in table 1. A look on the dimensions of emotional intelligence shows that, not all the dimensions have significant correlation with work-family conflict and organizational citizenship behavior and not all the aspects of work-family conflict have significant correlation with organizational citizenship behavior. Emotional Intelligence was significantly related to Job Satisfaction ($.19$). Table 1 also revealed that Job Satisfaction was positively related to Organizational Citizenship Behavior (OCB) ($.39$). On the other hand the positive relationship between Emotional Intelligence and OCB was significant ($.52$).

As reported in Figure 1, the most positive correlation is related to the Job satisfaction and promotion (one of JS's dimensions) ($.83$); and the least positive correlation is related to Co-worker/SEA ($-.17$). The results did not support the positive relationship between Superior/ROE, Co-worker/ROE, CON/SEA, CON/promotion, CON/ salary and CIV/ promotion. (The correlation coefficients were negative)

** Correlation the significant at the .٠٠١ level

	SEA	OEA	ROE	UEO	Emotional Intelligence	Job characteristic	Superior	Co-workers	Promotion	Salary	Job Satisfaction	CON	SPO	CIV	COU	ALT	OCB
SEA	1																
OEA	.٧٤٤**	1															
ROE	.٥٤٣**	.٧٤٣**	1														
UEO	.٧٤٦**	.٧٤٦**	.٧٤٦**	1													
Emotional Intelligence	.٧٤٤**	.٦٥٥**	.٧٤٣**	.٧٤٦**	1												
Job characteristic	.٦٤٣	.٧٤٦**	.٦٩٩	.٧٤٤**	.٧٤٦**	1											
Superior	.٦٧٨	.٦٢٧	.٦١٧	.٦٣٤	.٦٢١	.٦٧٦	1										
Co-workers	.٦٠٣	.٦٤٥**	.٦٣٣	.٦٣٦**	.٦٥٦*	.٦٣٦**	.٦٩٣	1									
Promotion	.٦٠٧	.٦٤٦**	.٦٨٦	.٦٤٩	.٦٧٦	.٦٢٤**	.٦٣٦**	.٦٩٦**	1								
Salary	.٦٣٧	.٦٦١	.٦٣٣	.٦٩٤	.٦١٧	.٦٣٦	.٦٣٦**	.٦٩٤**	.٦٣٦**	1							
Job Satisfaction	.٦٣٧	.٦٤٤**	.٦٧٤	.٦٩٦**	.٦٢٦*	.٦٤٦**	.٦٣٦**	.٦٧٦**	.٦٣٦**	.٦٣٦**	1						
CON	.٦٧٦**	.٦٢٦	.٦٢٦	.٦٣٦**	.٦٦٣*	.٦٣٦**	.٦٣٦	.٦٣٦	.٦٣٦	.٦٣٦	.٦٣٦	1					
SPO	.٦٠٤	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٣٦**	.٦٣٦*	.٦٣٦*	.٦٣٦*	.٦٣٦*	.٦٣٦*	.٦٣٦*	.٦٣٦*	1				
CIV	.٦٧٩	.٦٩٦**	.٦٩٦**	.٦٨٦**	.٦٩٦**	.٦٩٦**	.٦٦٦	.٦٨٦*	.٦٧٦*	.٦٧٦*	.٦٧٦*	.٦٧٦*	.٦٧٦*	1			
COU	.٦١١	.٦٠٧**	.٦٢٦*	.٦٢٦*	.٦٣٦**	.٦٣٦**	.٦٦٦	.٦٦٦	.٦٦٦	.٦٦٦	.٦٦٦	.٦٦٦	.٦٦٦	.٦٦٦	.٦٦٦	1	
ALT	.٦٩٤	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	1
OCB	.٦٣٦*	.٦٧٦**	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*	.٦٢٦*

* Correlation the significant at the .٠٠٥ level

Table ١: correlation matrix for study variables. EI=emotional intelligence; JS=job satisfaction; OCB=organizational citizenship behavior; SEA=self-emotional aPPraisal; OEA=others' emotional aPPraisal; UOE=use of emotion; ROE=regulation of emotion; ALT=altruism; CON=conscientiousness; COUR=courtesy; CIV=civic virtue; SPO=sportsmanship.

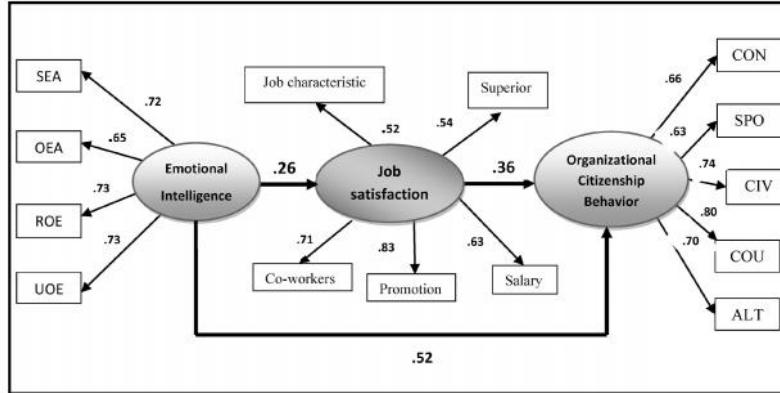


Figure 1. EI=emotional intelligence; JS=job satisfaction; OCB=organizational citizenship behavior; SEA=self-emotional appraisal; OEA=others' emotional appraisal; UOE=use of emotion; ROE=regulation of emotion; ALT=altruism; CON=conscientiousness; COUR=courtesy; CIV=civic virtue; SPO=sportsmanship.

1.1 Job satisfaction as a mediator:

There are several methods to assess the mediating effect of variables using SEM techniques and regression (Holmbeck, 1997). The mediating effect in this study was measured according to the SEM suggestions of Holmbeck. Model was constructed from the view that emotional intelligence predict higher job satisfaction (e.g. Carmeli, 2003; Sy, Tram, & O'Hara, 2009) and job satisfaction cause high organizational citizenship behavior (e.g. Dormann & Zapf, 2001; Dent, 2001). In this study, standardized direct path coefficients tested for the model are given in fig. 1. In the figure 1 error terms are presented with circles, indicator variables are presented with rectangle and latent variables are presented with ellipse.

The direct path between emotional intelligence and job satisfaction; emotional intelligence and organizational citizenship behavior; job satisfaction and organizational citizenship behavior were tested (for example to test the direct path from emotional intelligence to organizational citizenship behavior the coefficient of path from work-family conflict to organizational citizenship behavior was constrained to zero). The direct path

coefficients were all significant in the predicted directions (fig. ١). Next the result of the following was compared: (a) fit of the model in fig. ١ when the direct path from emotional intelligence to organizational citizenship behavior is constrained to zero (full mediated model); (b) fit of the model in fig. ١ when direct path from emotional I intelligence to organizational citizenship behavior is not constrained (partial mediated model).

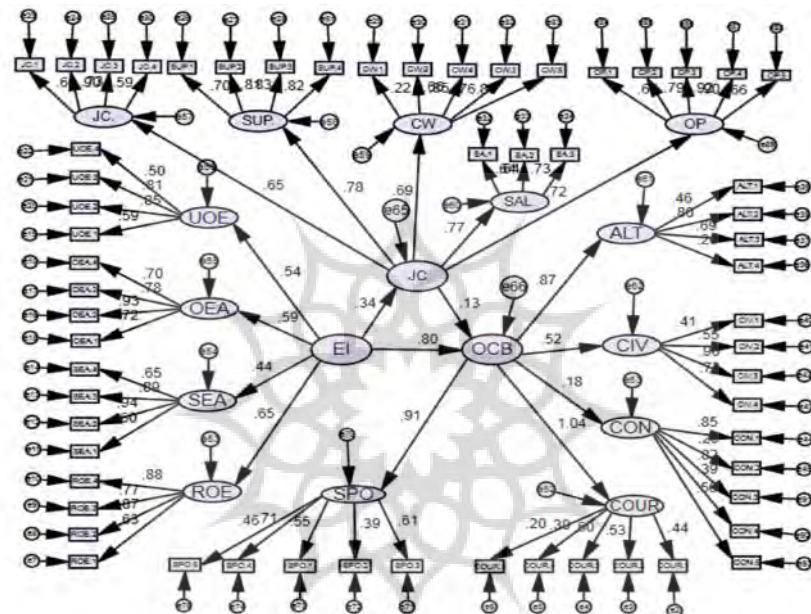


Figure ١. Structural Model. Note: $\chi^2 = ١٧٦٠.٥٤٧$, $p = .$; $\chi^2/\text{d.f.} = ١.٤٢٥$; RMSEA = .٠٩٧; PClose = .٦٢; CFI = .٩٠٩; IFI = .٩٢٢. EI=emotional intelligence; JS=job satisfaction; OCB=organizational citizenship behavior; SEA=self-emotional appraisal; OEA=others' emotional appraisal; UOE=use of emotion; ROE=regulation of emotion; SAL=salary; CW=co-worker; OP= opportunity for promotion; SUP=superior; JC= job characteristic; ALT=altruism; CON=conscientiousness; COUR=courtesy; CIV=civic virtue; SPO=sportsmanship.

The result revealed that, addition of the direct path between emotional intelligence and organizational citizenship behavior to the model improved the overall fit of the partial mediated model (table ٢). According to finding, job satisfaction is a mediator between emotional intelligence and

organizational citizenship behavior, confirming this hypothesis of this study. The partial mediational model in fig. 1 indicated a good fit to the data with appropriate goodness of fit indices and significant path coefficients.

Model	AIC	RMSEA	PCL OSE	C FI	I FI	R MR	χ^2	χ^2/DF
Partially mediated model	1422.0	.057	.702	.909	.922	.99	1760.0	1.420
Full fully mediated model	1448.0	.058	.512	.889	.882	.95	1787.7	1.480

Table 1. Comparing fit indices of the partially mediated and fully mediated models.

4. Discussion

The present study extends an emerging body of research on affectivity in the workplace by testing

for links between trait level emotionality (EI), job satisfaction and organizational citizenship behavior. The results underline the important role of job satisfaction at work in this relationship. In keeping with recent studies (e.g., Carmeli, 2003; Sy, Tram, & O'Hara, 2006; Daus & Ashkanasy, 2005; Van Rooy & Viswesvaran, 2004) the results demonstrated convincingly that EI is an important personality-level predictor of job satisfaction and organizational citizenship behavior. Subsequent analyses indicated that self-emotional appraisals (SEA), other's emotional appraisals (OEA) and use of emotion (UOE) are three EI dimensions that are significantly associated with job satisfaction. Notably, these findings are at odds with studies showing weak relationships between some trait EI measures (i.e., Kafetsios & Loumakou, 2004) and job satisfaction. Also it was resulted that all the four dimensions of EI are related and correlated to OCB; it means that EI affects OCB significantly. In the present study, we used a self-report measure of EI (WLEIS) that adheres to the ability model of EI and confirmed its psychometric properties and utility for a non-English speaking culture. Study cleared that unlike the public thinking, increasing salary affects OCB,

salary doesn't correlate OCB significantly. Persons high on EI seem to be best suited to extra-role duties in the work environment. The results from analyses between dimensions of variables indicated that job characteristic (job satisfaction dimension) and altruism (OCB dimension), use of emotion (EI dimension) and civic virtue (OCB dimension), self-emotional appraisals (EI dimension) and superior (job satisfaction dimension) are significantly correlated and conversely salary (job satisfaction dimension) with civic virtue and sportsmanship (OCB dimensions), self-emotional appraisals (EI dimension) with sportsmanship (OCB dimension), use of emotion (EI dimension) with promotion (job satisfaction dimension) have minimum correlations. Also it was cleared that job satisfaction affects and mediates the effect of EI on organizational citizenship behavior, so employees high in emotional intelligence that are satisfied in work environment are potential to do more than their duties(OCB)

٤.١ Limitations and further research

One limitation of this study is that EI was measured by self-report questionnaire. As with all self-report measures, common method variance and social desirability biases are a concern (e.g., Bagozzi & Yi, ١٩٩٠; Williams & Brown, ١٩٩٤). A second limitation of this study is that we used a subjective measure of job satisfaction. (i.e., job satisfaction was assessed by employees themselves), instead of an objective performance measure. A third limitation of this study could be the demographics of our participants. The range of age of our participants was approximately ٤٠ years. Researchers have indicated that EI can be developed, and one's EI should correlate positively with one's age and work experience (for a review, see Bar-On & Parker, ٢٠٠٠). A final limitation was the relatively small number of samples. Thus, the obtained EI, JS and OCB relationships could have been influenced by sampling error. Future research could identify the work events that give rise to job satisfaction at work and for which job satisfaction acts as a mediator.

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