



AN EMPIRICAL RESEARCH UPON THE RELATION BETWEEN EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract

In this study, it has been investigated whether there is a relation between emotional intelligence and organizational citizenship behavior or not. Emotional intelligence and organizational citizenship behavior are two important variables effective upon employees' both private life and business life. In the global business world workforce for organizations are the most important competitive advantage factor. That's why it is too important to improve workforce of organizations. To this aim in this study it have been analysed individual and organizational aspects of workforce. These are emotional intelligence and organizational citizenship behavior. To measure emotional intelligence and organizational citizenship behavior were used questionnaires. According to the result of the study which included 77 students, there has been a significant and strong relation between emotional intelligence and organizational citizenship behavior. There occurred different correlations in correlations between organization citizenship behavior sub-dimensions and emotional intelligence.

KEYWORDS: Emotional Intelligence, Organizational Citizenship Behavior.

1. Introduction

Emotional Intelligence has become a frequently discussed subject in psychology and behavioral sciences disciplines recently. In relevant literature, there have been many assumptions that emotional intelligence affects many variables about many job environments such as job performance, job satisfaction, absenteeism, dependency and leadership. According to some studies carried out for this issue, emotional intelligence positively effects job performance enhancing the quality of business life. Organizational citizenship behavior is a subject that is a commonly discussed in organizational behavior sciences and human resources disciplines. On the other hand, organizational citizenship behavior which shows similarity in terms of meaning in informal organization definitions has been a subject matter of organizational behavior researches since 1980s and it has been discussed, analyzed and revealed in those studies that this behavior improves organizational performance and individual performance, its relations with job satisfaction, motivation, organizational justice, and performance. Emotional intelligence and organizational citizenship behavior maintain their presence as a subject worth being researched in public and private sector institutions.

2. Emotional Intelligence

2.1. Intelligence

Beginning from Aristotle to the first half of the 20th century, philosophers and psychologists defined intelligence as 'a general strength'. According to Guilford, intelligence includes action, content and product. According to Binet, intelligence is perception of

the outer world in the strict sense, putting perceptions into memory and the process of thinking over this content (Atalay, 2007).

Although there are many intelligence definitions in literature, the most salient belongs to Wechsler. According to Wechsler (1958), intelligence is the individual's power of discussing his ideas with his surrounding efficiently, clear-thinking and acting in accordance with the purpose. Until Gardner, intelligence was generally considered as being unilateral and isolated from the real life. Howard Gardner made an expression which will break the taboos over the intelligence claiming that he did not find the definition of intelligence adequate. In 1993, he pointed out that human intelligence must be expressed with a thing more than IQ, and so multiple intelligence theory (MIT) was developed (Mabocoglu, 2006). Gardner has objected to thinking for only IQ in his book namely Frames of Mind it has been published in 1983. According to Gardner, IQ tests that provide monotype intelligence style remain incapable of specifying a successful person because of intelligence's pluralist structure. In his theory of intelligence, Gardner revealed eight types of intelligence (linguistic, mathematical, visual, bodily, musical, naturalist, intrapersonal/personal intelligence and social intelligence) (Maxwell, 2010).

2.2. Emotional Intelligence

Basis of emotional intelligence goes back to studies of Thorndike who mentioned that one important component of intelligence was social ability in 1920s. Thorndike defined social intelligence as understanding the others and behaving in accordance with it (Hancer and Tanriverdi, 2003). Development of emotional intelligence

emerged with determining that most of the people who were successful at general measurement tests (university selection examination, IQ tests, etc.) which were used to measure one's success about a subject were not successful in real life (Cumming, 2005). Although there have been carried out many studies and several different views were

suggested concerning emotions until today, Salovey and Mayer have been the first who revealed the notion of "emotional intelligence" (Tugrul, 1999). Even though Salovey and Mayer were the ones who revealed emotional intelligence, the one who popularized the notion was Daniel Goleman, nevertheless.

Table 1

Historical Development of Emotional Intelligence

1900–1969

- Social Intelligence (Thorndike, 1920) appeared for the first time.
- Psychological testing field was developed for intelligence.

1970–1989

- with studies carried out for artificial intelligence, how computers will understand and make reasoning about emotional intelligence were analyzed.
- Experimental studies were performed about social intelligence.
- the term of emotional intelligence was started to be used rarely.

1990–1993

- First emotional intelligence measurement was published.
- It was the period when first articles about emotional intelligence were written.

1994–1997

- Daniel Goleman's popular book called Emotional Intelligence was published. (It became one of best-sellers.)

1998 –...

- As a result of new researches, different intelligence models and measurement models have been created.

Reference: Mayer et al., (2004)

Emotional intelligence appears as an important factor that can measure performance of individuals in their business life above and beyond their daily lives, increases or decreases the success, contributes to the measurement of individual's managerial qualities, and develops intra-organizational interaction and communication (Petrides and Furnham, 2000). Goleman defined emotional intelligence as is: "Emotional intelligence the individual's ability of understanding his/her personal emotions, showing empathy towards the others and arranging the emotions in a way that will enhance the life." (Akkoc, 2007). Cooper and Sawaf defined emotional intelligence as is: "Emotional intelligence is the ability of sensing, understanding, and efficiently using the power of emotions and quick perceiving as a source of human energy, knowledge, relationships and effect." (Konakay, 2010). According to Epstein, emotional intelligence is a mental ability. It is not only having emotions but also understanding what they mean, as well. Concept of emotion requires intelligence; however, those are the emotions which convey the individual to the mental system and allow creative thinking (Erdogdu, 2008). When emotional intelligence has been evaluated as a range of positive behaviors, it is seen that there are five main factors that affect a person's behaviors. Developing in this direction is only possible trying to use components in the most efficient way. It is possible to summarize those factors' general features as such (Duzgun, 2004).

Knowing Yourself; The most basic ability that contributes to emotional intelligence is identifying emotional expressions correctly. Being deprived of the ability of understanding and differentiating the emotions correctly from each other render other abilities useless

(Canbulat, 2007). Knowing yourself (self-consciousness) is an impartial mood that maintains being self-directed even within stormy emotions (Dogan and Demiral, 2007). Knowing yourself provides the individual to understand his/her personal values and targets, as well. People who know themselves well are distinguished with their self-confidence. Self-confidence is individual's knowing about his/her internal structure, preferences, skills, intuitions, strength and limits (Somuncuoglu, 2005).

Self-Adjustment; This is like a person's inner-talking with the self and prevents us from being captive of our feelings. Normally, anyone can be in a bad mood, some people manage to take those under control and transform these into a convenient way. The one who controls his/her own feelings is sensible and can improve productivity creating an environment of confidence and justice. (Akkoc, 2007). There can be some feelings, thoughts and desires that will make us surprised when we realize a step under the apparent feelings, thoughts and desires. It is necessary to meet and face with those. Because feelings, thought and desires that we do not meet direct us; we can sometimes have the opportunity to direct them when we meet them (Canbulat, 2007).

Motivation; It is possible to define motivation as "Individuals' making an endeavor and behaving in line with their own desires and wishes for the purpose of actualizing a specific target." (Kocel, 2005). Individual's motivating the self is not a product of an outside effect but a natural motivation that the self creates in itself with a desire of success and belief to manage it. If the individual can appear success motivation in himself, think positively, use initiative and take responsibility, namely if the individual can actuate his/her positive ideas, the self

will be able to provide inner motivation (Kotelnikov, 2006). The individual, who actuates on his/her own, will make efforts to achieve objectives, endeavor to do more than s/he has to do, will not give up against the obstacles, and will act in hope of success without thinking the possibility of being unsuccessful. Individual's motivating himself/herself means his/her always having the desire and excitement of success. This ability is especially beneficial in conditions of meeting with difficulties and course of events in opposition to his/her desires. The individual who can motivate the self will have the power of progress fearlessly against difficulties and will be more resolute (Beceran, 2002; Dagli et al., 2008).

Empathy; According to Dokmen, empathy can be defined as individual's understanding other's emotions and thoughts correctly putting himself in other's place (Varol, 1998). According to researches, empathy has a positive connection with self-disclosure, socialization, social awareness and coherency with society. That is, people who can express their emotions and thoughts to others well and coherent to society and have strong social awareness have the ability of empathy at the same time. But nonetheless, there have been a negative relation between empathy and anxiety, depression, child neglect and aggression. Emphatic communication requires abilities of active listening, being open to differences, keeping perceptions wider. The people with high level of empathy have been observed as behaving in a balanced manner and protecting their positive thoughts even under bad situations using this skill. Those skills contribute individual's positive self-improvement and having interpersonal healthy communication. (Canbulat, 2007).

Social Skills; Social skill expresses that person's having the ability of coping with his problems without being supported by anyone else, blocking his/her emotions which prevent him/her from collaborating and managing the conflict with necessary behaviors (Ozdemir and Ozdemir, 2007).

When the studies about emotional intelligence have been analyzed, it is seen that several models have been created. It is possible to classify those models as ability and mixed models (Aksarayli and Ozgen, 2008). Mayer and Salovey's model is ability model and Bar-On's model and Goleman's model are mixed models (Gurbuz and Yuksel, 2008; Cakar and Arbak, 2004; Bar-On, 2006; Edizler, 2010).

3. Organizational Citizenship Behavior

Organizational citizenship behavior is one of basic research subjects of management science and behavioral sciences. Organizations' need of people who will try to do thing above and beyond the official job specifications is a generally accepted view.

3.1. Definition and Importance of Organizational Citizenship Behavior

In working environment, formal structure and events can be resembled to the visible of the iceberg; and informal ones to the part of the iceberg below the water. Accordingly, the important one for the managers is organization's informal part which represents the part

below water in example of iceberg (Gurbuz, 2006). From this point of view, we can show organizational citizenship behavior as one of invisible parts of working environment. Organ stated that such kinds of behaviors facilitate the operation of organization's social mechanism, provide the flexibility required for working in unanticipated situations and struggle with problems occurred as a result of mutual dependence of employees (Kose et al., 2003). According to Organ, organizational citizenship behavior can be defined as, "individual behavior based on voluntariness contributive to performing organization's functions as a whole in an efficient way without considering formal award system" (Ozdeveci, 2003). In his following studies, Organ developed the definition of organizational citizenship behavior and called this behavior as "Good Soldier Syndrome" (Basim and Sesen, 2006). Greenberg and Baron defined organizational citizenship behavior as an employee's performing more than required going beyond difficulties that the organization determines in formal way (Demirci et al., 2009).

3.2. Dimensions of Organizational Citizenship Behavior

There have been encountered with dissimilarities when dimensions of organizational citizenship behavior are analyzed. Organ analyzed organizational citizenship behavior in 5 groups. Although organizational citizenship behavior's different sizing has been performed by different researchers then, the dimensions determined by Organ (1988) is the one that is most commonly used in the literature. Organ revealed that organizational citizenship behavior has five different dimensions including altruism, courtesy, conscientiousness, sportsmanship and civic virtue (Yesiltas and Keles, 2009). *Altruism*; According to Organ (1998), altruism expresses whole volunteer behaviors of an employee that aims to help to other organizational members in duties and problems relevant to the organization (Podsakoff and MacKenzie, 1994). A teacher who is interested in students of his ill colleague, an engineer who tries to be helpful to an inexperienced beginner about how computer programmes are able to be used more efficiently or an organizational member who supports his/her friend who has a problem with his work are examples to altruism.

Courtesy; Courtesy dimension can be defined as individuals' exhibiting behaviors such as warning, counseling and reminding who are required to be in interaction and communication with each other for decisions they will make and duties (Organ, 1988; Gurbuz, 2006). Courtesy includes positive behaviors that are exhibited by members who have been affected from each other's work and decisions (Karabey and Iscan, 2007).

Conscientiousness; Conscientiousness expresses behaviors that go beyond duty's necessities. Those behaviors acted voluntarily express behaviors that are acted beyond minimum role necessities, implementing the rules, being ready when needed, being ready in duty location (Farh et al., 2004).

Sportsmanship (Volunteering); Sportsmanship means tolerating any kinds of negations that will create tension among individuals in the organization (Ozdeveci, 2003).

Sportsmanship can be expressed as behavior of not needing to complain for unimportant problems or avoiding from a behavior that can cause a conflict.

Civic Virtue; Civic virtue expresses making efforts to have information about recent developments, goings-on in the organization, business practices and company policies and develop yourself about those. Civic virtue is a grade of employee reactions that causes organizational management's exhibiting correct behaviors (Organ, 1988; Yilmaz, 2010). Although notion of organizational citizenship behavior was firstly added to the literature by Organ, studies of researchers who contributed to organizational theory lie in its basis. Scientists have approached the subjects with points of view of their study fields and although the results have even different there have emerged many theories. The first of these social exchange theory that covers behaviors acted by the individual expecting to make profit at the end of shopping (Gezer, 2008), second one is Equality Theory that expresses individual's attitudes taken according to the result of comparing individual's own contributions and awards with others' and developed by Adams in 1965 (Sayli, 2006), and third it was Bernard research it has been done in 1938 by Bernard. In this research Bernard has been said organizations don't become from individuals. Actually organizations have been formed services or behaviors of individuals in organizations (Gürbüz, 2007). Lastly, in the book called "The Social Psychology of Organizations" written by Katz and Kahn as a result of their study, they provided contribution to organizational theory making organizations' behavioral analysis in a detailed way for the first time (Isbasi, 2000). In limited studies that have been carried out to determine the relation between emotional intelligence and organizational citizenship behavior, there has been found a positive correlation between emotional intelligence and prosocial behaviors. Moreover, when existing studies have been analyzed, it has been determined that there is a positive correlation between emotional intelligence and organizational citizenship behavior's altruism dimension; individuals with high level of emotional intelligence are more willing to help their colleagues and more understanding about personal or occupational problems (Carmeli and Josman, 2006: 408; Saathoff, 2009: 27). In two other studies, it has been mentioned that there has been a relation between emotional intelligence and organizational citizenship behavior's sportsmanship, courtesy and civic pride dimensions (Day and Carroll, 2004: 1451; Solan, 2008: 129). It has been mentioned that individuals with high emotional intelligence level in organizations can exhibit additional role behavior intentionally for the efficiency of the organization monitoring the behaviors of themselves and their colleagues (Korkmaz and Arpacı, 2009: 24). At the same time, individuals with high level of emotional intelligence will be able to behave helpfully to whole individuals in the organization and show awareness for behaviors expected in the organization (Carıkçı et al., 2010).

Subject of emotional intelligence has recently become a frequently researched subject in psychology and organizational behavior sciences disciplines. Subject of organizational behavior is a subject frequently discussed

especially in organizational behavior sciences and human resources disciplines. In those studies that were carried out empirically over different participants, it was revealed that there relations in different levels between the two notions. It has been mentioned that individuals with high emotional intelligence level in organizations can exhibit additional role behavior intentionally for the efficiency of the organization monitoring the behaviors of themselves and their colleagues (Korkmaz and Arpacı, 2009: 24). At the same time, individuals with high level of emotional intelligence will be able to behave helpfully to whole individuals in the organization and show awareness for behaviors expected in the organization

4. Purpose and Hypothesis

Within the frame of view and evaluations given theoretically above, it has been aimed to research the relation between emotional intelligence and OVD in this study. In this line, the study aims to reveal whether emotional intelligence differentiates or not in terms of various demographical variables and relations between the variables. Data that will be acquired in the study will make contributions to the studies that will be carried out for the purpose of developing employees' emotional intelligence and strengthening organizational citizenship behaviors. Within this frame, answers to the hypotheses below have been sought:

Hypothesis 1: There is a significant correlation between employees' emotional intelligence levels and general organizational citizenship behavior levels.

Hypothesis 2: There is a significant correlation between employees' emotional intelligence levels and altruism behavior.

Hypothesis 3: There is a significant correlation between employees' emotional intelligence levels and conscientiousness behavior.

Hypothesis 4: There is a significant correlation between employees' emotional intelligence levels and sportsmanship behavior.

Hypothesis 5: There is a significant correlation between employees' emotional intelligence levels and courtesy behavior.

Hypothesis 6: There is a significant correlation between employees' emotional intelligence levels and civic pride behavior.

In addition to the hypotheses above, it has been aimed to clarify an important research subject in terms of emotional intelligence in order to make more contribution to the literature. In accordance with this purpose, an answer to the question below has been sought.

Research Question: Does employees' genders reveal a significant difference in terms of emotional intelligence levels?

5. Data Collection Tools and Research Sample

5.1. Data Collection Tools

Variables of the research are employees' emotional intelligence levels, organizational citizenship behavior levels and some demographical features. There has been benefited from a questionnaire form that includes 3

sections in the study. In the first section of the questionnaire form, there have been expressions about acquiring demographical data; in the second section expressions to measure participants' level of organizational citizenship levels; and in the last section there have been expressions to measure emotional intelligence. 5 Point Likert Scale which ranges from 1= I totally disagree to 5= I totally agree has been used.

In the first section of the question scale, there are demographical questions such as gender, age, etc. In the second section, there is an emotional intelligence scale including 33 questions developed by Schutte et al. (1998) and frequently used in literature about emotional intelligence. As authors mention, Salovey and Mayer (1990) model has been used as base for this questionnaire. In this section, there are questions such as "I know the time when I will speak to others about my personal problems" and "I think I can do well deal with". In the third section, scales developed by Ehrhart (2001), Evans (2001), Liao (2002), Love (2001) and Reis (2002) to measure organizational citizenship behavior have been benefited (Bolat and Bolat, 2008). In question scale, there are questions such as "I lend assistance to the people that start to work new in the company for their orientation to the working environment" and "When a situation that can effect my colleagues appears, I definitely receive their opinions before acting". This section includes totally 20 questions. Organizational citizenship questionnaire scale includes five different parts. Those are: altruism, conscientiousness, courtesy, sportsmanship and civic pride.

5.2. Research Sample

The universe of the research includes 175 participants working Public and Private sectors. It has been aimed to reach all units in the main sample; however, 102 out of 175 participants answered the questionnaire.

25 of the resent questionnaires were not included in the study on ground of being not convenient to be analyzed. So that study was performed upon totally 77 participants. In phase of data and information analysis, prepared questionnaire forms were handed out to the employees and provided to be filled in and acquired data were downloaded into statistical analysis packaged software. Various findings were obtained with necessary statistical calculations.

6. Research Findings

6.1. Validity and Reliability of the Scales Used

In the study, Cronbach's Alpha was benefited from in order to understand reliability of questions used to measure employees' emotional intelligence and organizational citizenship behavior levels.

Cronbach Alpha coefficient searches whether questions included in the study create a whole or not to express a homogenous structure. According to Akgul and Cevik (2005);

If $0,00 \leq \alpha < 0,40$, scale is not reliable,

If $0,40 \leq \alpha < 0,60$, scale has low reliability,

If $0,60 \leq \alpha < 0,80$, scale is quite reliable.

If $0,80 \leq \alpha < 1,00$, scale is a highly reliable scale.

In carried out reliability study, general emotional intelligence scale's reliability was obtained as 0,95. On the other hand, a high reliability was acquired for general organizational citizenship behavior (0,93). When sub-dimensions of organizational citizenship behavior have been analyzed, alpha value of altruism was 0,84; behavior of conscientiousness was 0,75; behavior of sportsmanship was 0,84; behavior of courtesy was 0,61; and alpha value of civic pride was 0,75. In Table 2, coefficients acquired as the result of the reliability analysis were summarized.

Table 2 Reliability Levels of Question Scales

Question Scale	Cronbach Alpha Value
Emotional Intelligence	0,95
General Organizational Citizenship Behavior	0,93
<i>Altruism</i>	0,84
<i>Conscientiousness</i>	0,75
<i>Sportsmanship</i>	0,84
<i>Courtesy</i>	0,61
<i>Civic Pride</i>	0,75

6.2. Analyses Oriented to Hypotheses between Emotional Intelligence and Organizational Citizenship Behavior

Analyses related to hypothesis and research questions about relations between emotional intelligence, organizational citizenship behavior and organizational citizenship behavior's sub-dimensions were clarified below in details.

H₁: There is a significant correlation between employees' emotional intelligence levels and general organizational citizenship behavior levels.

In order to analyze whether there occurs any correlation between emotional intelligence and organizational citizenship behavior, correlation coefficient between the two variables was analyzed. The analysis made shows that there is a significant and highly strong relation between emotional intelligence and organizational citizenship behavior ($r: 0,55$; $p: 0,000 < 0,05$). This has been summarized in Table 3.

Table 3 Results of the Correlation about Emotional Intelligence and Organizational Citizenship Behavior

	Average	Standard deviation	r	p
Emotional Intelligence	135,05	19,798	0,55	0,000
General Organizational Citizenship Behavior	85,00	11,829		

H₂: There is a significant correlation between employees' emotional intelligence levels and altruism behavior.

Correlation analysis was performed in order to research presence of a relation between participants' emotional intelligence and altruism which is one of the

sub-dimensions of organizational citizenship behavior. As result of the analysis, it was seen that there has been a significant and high correlation between emotional intelligence and altruism ($r: 0,43$; $p: 0,000 < 0,05$). This has been summarized in Table 4.

Table 4 Results of Correlation between Emotional Intelligence and Altruism Behavior

	Average	Standard Deviation	R	p
Emotional Intelligence	135,05	19,798	0,43	0,000
Altruism Behavior	18,11	2,470		

H₃: There is a significant correlation between employees' emotional intelligence levels and conscientiousness behavior.

This hypothesis was developed in order to analyze whether conscientiousness behavior of participants with

high emotional intelligence is high or not. Analysis result showed that there is a highly reliable and significant correlation between emotional intelligence and conscientiousness ($r: 0,41$; $0,000 < 0,05$). This has been summarized in Table 5.

Table 5 Results of Correlation between Emotional Intelligence and Conscientiousness Behavior

	Average	Standard Deviation	r	p
Emotional Intelligence	135,05	19,798	0,41	0,000
Conscientiousness Behavior	17,38	2,970		

H₄: There is a significant correlation between employees' emotional intelligence levels and sportsmanship behavior.

This hypothesis was developed in order to analyze whether sportsmanship behavior of participants with high

emotional intelligence is high or not. Analysis result shows that there is a highly reliable and significant correlation between emotional intelligence and sportsmanship as it is also seen in Table 6 ($r: 0,48$; $p: 0,00 < 0,05$).

Table 6 Results of Correlation between Emotional Intelligence and Sportsmanship Behavior

	Average	Standard Deviation	r	p
Emotional Intelligence	135,05	19,798	0,48	0,000
Sportsmanship Behavior	18,15	2,737		

H₅: There is a significant correlation between employees' emotional intelligence levels and courtesy behavior.

This hypothesis was developed in order to analyze whether courtesy behavior of participants with high

emotional intelligence is high or not. Result of analysis show that there is a highly reliable and significant correlation between emotional intelligence and courtesy ($r: 0,54$; $p: 0,000 < 0,05$). This has been summarized in Table 7.

Table 7 Results of Correlation between Emotional Intelligence and Courtesy Behavior

	Average	Standard Deviation	R	p
Emotional Intelligence	135,05	19,798	0, 54	0, 000
Courtesy Behavior	15,79	3,014		

H₆: There is a significant correlation between employees' emotional intelligence levels and civic pride behavior.

intelligence is high or not. Result of analysis show that there is a highly reliable and significant correlation between emotional intelligence and civic pride ($r: 0,32$; $p: 0,004 < 0,05$). This has been summarized in Table 8.

This hypothesis was developed in order to analyze whether civic pride of participants with high emotional

Table 8
Results of Correlation between Emotional Intelligence and Civic Pride

	Average	Standard Deviation	r	p
Emotional Intelligence	135,05	19,798	0, 32	0, 004
Civic Pride	15,56	3,480		

Research Question: Does employees' genders reveal a significant difference in terms of emotional intelligence levels?

According to independent t-test results, no difference occurs in terms of gender, emotional intelligence ($p: 0,680 > 0,05$). This has been summarized in Table 9.

In order to analyze the research question below, one-way independence t-test analysis was performed.

Table 9 Analysis Result about Whether Participants' Gender Makes Difference or not In Terms of emotional Intelligence

	Gender	Number	Average	Standard Deviation	p
Emotional Intelligence	Male	62	134,68	20,239	0,680
	Female	11	137,18	17,820	

Conclusion

In this study, the correlation between emotional intelligence and organizational citizenship behavior was analyzed. Although these two subjects appear in several studies, the number of studies where the two variables come together is quite limited. For this reason, this study is in the purpose of completing an important gap in literature. Results of this study are high important, as well. When the relevant literature has been analyzed, it is seen that analysis and gaining importance of both emotional analysis and organizational citizenship behavior coincide with the same period. Both subjects are the ones discussed in different disciplines. Notions such as emotional intelligence, organizational commitment and organizational citizenship are important in both organizational and personal terms. So the correlation between these notions is important.

Emotional intelligence includes sensual abilities such as expressing the emotions correctly, integrating emotions with cognitive processes, understanding the emotions and

understanding emotions' different effects upon various situations. Organizations need to employees' frequently exhibiting behaviors such as cooperation, helpfulness and self-sacrifice in order to protect their efficiency. Organizational citizenship behaviors means workers must do more things themselves than their organizations want.

In the research, there have been acquired significant correlations between emotional intelligence and organizational citizenship behavior sub-dimensions and also between emotional intelligence and organizational citizenship behavior in a confirmatory quality for the views in the literature.

The first hypothesis of the study was developed in order to analyze whether participants with high emotional intelligence have also higher general organizational citizenship behavior or not. As the result of the analysis, hypothesis was confirmed. In studies carried out by Carıkcı et al. (2010) and Özaslan et al. (2009), similar results were obtained. Emotional intelligence of individuals who make social and psychological contributions to the working environment without bearing

upon any award system, except from occupational technical efforts, doing more than the required going beyond necessities determined by the organization formally is high, as well.

When study's sub-hypotheses were analyzed, it is seen that those are accepted, too. That is to say, second hypothesis is in a way that the participants with high emotional intelligence level have also high level of altruism behavior. Workers who want to help others about organizational problems or want to help dishonored other people (e.g. go to workplace for their colleagues who are sick or to help friends who have really hard work) have higher emotional intelligence. Third hypothesis is in the way that means participants with high level of emotional intelligence have high level of conscientiousness, as well. This was hypothesized to analyze whether conscientiousness level of participants who have high level of intelligence is high or not. Workers have higher emotional intelligence if they are ready in workplace all time when organization need them and make more work behaviors than what writes in work handbooks. Fourth hypothesis is in the way that means participants with high level of emotional intelligence have level of sportsmanship, as well. Similar result was obtained in the study carried out by Ozaslan et al. (2009). Individuals who avoid any kind of negative circumstances such as conflict, parting, etc., defend organizational activities even out of the organization, assume constructive attitudes instead of subversive ones, overrate small problems needlessly and are respectful to colleagues have high level of emotional intelligence. Fourth hypothesis is in the way that means participants with high level of emotional intelligence have level of courtesy, as well. Hypothesis is in the way that means participants with high level of emotional intelligence have level of civic pride, as well. This was hypothesized to analyze whether civic pride level of participants who have high level of emotional intelligence is high or not. Individuals who improve themselves and want to have knowledge of goings-on in the organization, new developments, business practices and company policies have high level of intelligence.

As it can be remembered from the definitions identified before, organizational citizenship behavior is an important variable taking its part in the invisible part of the working life. Organizational citizenship behavior reflects the informal part of the organization which facilitates the working life in the organization. For organizational citizenship behavior's appearing in the organization, individuals in that organization must have a specific awareness levels or have some specific characteristics. Emotional intelligence is the most important one of those characteristics. The results of this study show that individuals with high level of emotional intelligence will be able to behave helpfully to the others in the organization, show awareness towards the expected behaviors in the organization, appreciate organizational rules and norms. Naturally, results of this study cannot be generalized; however, there have been important results in terms of the organization about which the study was carried out. Because, it can be evaluated that in an organization where there have been employees with high

level of emotional intelligence possibility of having conflict or such kind of problems is low and voluntariness and tending to solve those problems are higher. Individuals with high level of emotional intelligence create more awareness in their social lives and as a result of this relationships and attachment among the employees increase, as well. This "relationship condensation" increases employees' organizational citizenship behavioral perceptions.

Accordingly, the table as the result of this study shows that organizations are required to pay attention to the employment of individuals who do not have only academic intelligence but have emotional intelligence, as well. It can be said that organizational managers' assessing employees in terms of emotional intelligence in their intra-organizational training activities and career plans and being employed. Especially, this result increases its importance in terms of societies which have collectivist characteristics and high level of social ties as in our society.

Another important result of the study is that gender does not differ in terms of emotional intelligence. Along with having no different results in the literature about this situation, general acceptance is such that there is a difference between males and females in terms of emotional intelligence and females' emotional intelligence is higher than males'.

Managers can analyses relationships between emotional intelligence and organizational citizenship behavior in some studies like this and then they can make some strategies and act on these strategies. They can carry out studies considering employees' organizational commitment and organizational citizenship behaviors in order to develop their emotional intelligence. In the light of findings obtained as the result of this study, pragmatics' and theoreticians' carrying out studies determining the factors that can develop the emotional intelligence, performing studies for those factors and improving emotional intelligence of employees by the help of those studies will reveal beneficial results for both organization and employees. Moreover, organizational managers must not only take the intellectual capacity of candidates into consideration while employing but emotional and social competency must be considered. Finally, in terms of comparison, carrying out this study in a different culture and performing it with a bigger research sample will be beneficial for generalization of study results.

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AN EMPERICAL RESEARCH UPON THE RELATION BETWEEN EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Summary

In this study, it has been investigated whether there is a relation between emotional intelligence and organizational citizenship behavior or not. Emotional intelligence and organizational citizenship behavior are two important variables effective upon employees' both private life and business life. To measure emotional intelligence the questionnaire that was prepared by Schutte et al. was used (1999) and in order to measure organizational citizenship behavior, studies carried out by Ehrhart (2001), Evans (2001), Love (2001), Liao (2002) and Reis (2002) were benefited (Bolat and Bolat, 2008). According to the result of the study which included 77 students, there has been a significant and strong relation between emotional intelligence and organizational citizenship behavior. There occurred different correlations in correlations between organization citizenship behavior sub-dimensions and emotional intelligence.

In the research, there have been acquired significant correlations between emotional intelligence and organizational citizenship behavior sub-dimensions and also between emotional intelligence and organizational citizenship behavior in a confirmatory quality for the views in the literature.

The result of this study shows that organizations are required to pay attention to the employment of individuals who do not have only academic intelligence but have emotional intelligence, as well. It can be said that organizational managers' assessing employees in terms of emotional intelligence in their intra-organizational training activities and career plans and being employed.

Especially, this result increases its importance in terms of societies which have collectivist characteristics and high level of social ties as in our society.

Another important result of the study is that gender does not differ in terms of emotional intelligence. Along with having no different results in the literature about this situation, general acceptance is such that there is a difference between males and females in terms of emotional intelligence and females' emotional intelligence is higher than males'.

KEYWORDS: Emotional Intelligence, Organizational Citizenship Behavior.

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