Evaluation of the relationship between employees EQ and factors of anti-citizenship organizational behavior

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Abstract

The aim of this research is to evaluate the relationship between employees EQ and factors of anti-citizenship organizational behavior. The research method is descriptive-correlation and its aim is applied. Research sample includes all the municipality employees of region 5 of Teheran which are more than 380 people. Via using Morgan table, the sample was calculated as 191 persons and random sampling method is used. The main tool of data gathering is survey and questionnaire to assess EQ of employees a standard questionnaire Bradbury and Greaves of the 4 factors of self-awareness, self-management, social awareness and social skill. To counter anti-citizenship organizational behavior questionnaire according to Gholipour and PourEzzat was used. Structural equation modeling was used to analyze the data and was conducted using LISREL software. The results show that there is a meaningful and negative relationship between emotional intelligence and factors of anti-citizenship organizational behavior and Emotional intelligence has the greatest impact on malice.

Keywords: Emotional intelligence, anti-citizenship organizational behavior, harming coworker’s behaviors, malice, aggression, self-centered actions.
Introduction

One of the problems of today’s organizations is some behaviors such as hypothyroidism, aggression, bullying, defiance, fear and malice. These behaviors affect both the functionality of organizations and the cooperation spirit of the employees. These behaviors as anti-civilization behaviors are against citizenship organizational behaviors which improve organizational functionality, organizational effectiveness, costumer’s satisfaction and fidelity, social capital etc can avoid organizational work and reduce the salary or destroy the credit of the organization and also have some consequences in the society. (Bolino, Turnley and Bloodgood 2002; Yoon and Suh, 2003)

In the private section, firing employees and loosing costumers and bankruptcies of weak organizations are among the negative results of these behaviors. But these behaviors in organizations and public institutions might face them with more serious problems and crisis. Anti-citizenship behaviors among employees of those organizations which must be reliable for people will destroy the public reliability and cause problems in public functionality of these organizations.

Therefore, shaping and occurrence of these behaviors which caused challenges in the life and working method of organizations has become the subject of many researchers of organization and management. (Smith, Organ and Near, 1993; Jelinek and Ahearn, 2006).

Therefore, organizations can be hopeful that by efforts and planning for controlling the effective factors on anti-citizenship behaviors in work place they can reduce the possibility of these behaviors and increase citizenship organizational behaviors. (Hosseini and Hazrati, 2013).

Bradbury (2007) believes that EQ is the highest factor for predicting the individual’s function in work place and it’s the strongest power for leadership and success. According to Diggins (2004) EQ helps people in gaining information about interpersonal methods, identification and management of the effects of emotions on thinking and behavior, development of the ability to distinguish social motivations in work place and understanding relation management and its improvement.

Having EQ enables individual to have self-awareness, self-management, social awareness and communication. These fields are interconnected and dynamic. If the individual doesn’t know about her EQ, they can’t manage her and if her emotions are not controlled, her ability to communication will face problems. (Golman, 2006).

So EQ is one of the most important factors on employees’ behaviors according to the importance of anti-citizenship behaviors in organizations. Lack of researches in this field made us
study the relationship between employees EQ and factors of anti-citizenship organizational behavior.

**Theoretical Basis and Review of Literature**

**Emotional intelligence**

Official EQ Theory was provided by Salovy and Mayer (1990). They consider EQ as a social intelligence which includes the ability to control emotions of oneself and others and their differences and using information for thinking and action.

It must be noted that the framework of EQ and suggestions for examining this intelligence was first seen in the theories of these two scholars.

Daniel Golman (1995) explains EQ as follows: it is another kind of intelligence including understanding self-emotions and using it for making good decisions in life. It is the ability to manage one’s mental behavior. It is a factor which creates hope at the time of loosing success. Sympathy means awareness of our surrounding feelings. Social skill means to encourage people and behave them well and control one’s emotions in relation to others.

Bar-on (1997) suggests that EQ is a collection of abilities – skills and non-cognitive capacities which controls people facing outside requests and pressures. Therefore he knows WQ as a necessity element to success in individual’s life.

Golman provided a pattern in 2001 named the network of emotional abilities. His primary pattern included 5 dimensions and 25 factors which were reduced to 4 factors and 20 abilities in his next pattern. (Kooker, Shoultz and Codier, 2007)

His 4 factors are as follows:

1- Self-awareness: it can have its ability to evaluate via deep recognition of emotions and mental states of others and it means that you read and recognize your own emotions and feelings. Self-awareness let people recognize their weaknesses and strengths.

2- Self-management: the ability to control and manage emotions and feelings, calm down in crisis and stress, and express internal sprit. This is the ability to control emotions and correct behaviors. People use this factor to avoid having bad behaviors during the day and they know the source of bad behaviors and its duration.

3- Social-awareness: the people with this skill know that their words and thinking might affect others and if the impact is negative, they will change their behavior. This is an example of sympathy. Sympathy means the ability to enter others’ feelings or
the ability to understand the emotions of employees in the process of individual or group intelligent decision makings.

4- Social skill (relationship management): includes communication, effectiveness and group work. This skill can be used in developing desire and solving conflicts. Self-awareness and self-management skills belong to individual scope yet social awareness and relationship management skills belongs to social skills and considers the ability of people in communication with others. (Balouch, 1379)

**Anti-citizenship Organizational Behavior**

The researches about Anti-citizenship behavior are new and not-developed. These behaviors result in losing billions of dollars each year. (Pearce and Giacalone, 2003).

After the term anti-citizenship behavior entered the management literature, Jilball, Troino and Sims 1994 explained it as a type of employee’s misbehavior which reduces his working output. Other terms were used in order to explain anti-citizenship behavior including: aggression (Neuman and Barron, 1998) anti-social behavior (Giacalone and Greenberg, 1997) · Unproductive and inefficient behavior (Fox and Spector, 1999) · Delinquency (Hogan and Hogan, 1989) taking revenge (Skarlicki and Folger, 1997) malice (Bies, Tripp and Kramer, 1997) and departure (Robinson and Bennett, 1995 Hollinger, 1986). The researchers in this scope found out that these behaviors might include a wider range of behaviors including vandalism, theft, revenge, conflict, aggression and even mocking. (Pearce and Giacalone, 2003).

These behaviors can reduce organizational effectiveness and destroy the social and organizational mental environment for functionality and effectiveness. (Kickul, Neuman, Parker and Finkl, 2001)

Anti-Citizenship Behaviors in organizations and public institutions have irrecoverable affects and its effects might be repaired even after years of effort. Development of these behaviors in public institutions and organizations reduces their credit and reliability to people. As a result, these organizations can’t do their responsibility well: in return, organizational citizenship behaviors improves the organizational functionality and puts these organizations near people.(MacKenzie et al., 2007; Podsakoff et al., 2008)

One of the most complete concepts from Anti-Citizenship Behaviors is provided by Jelinek and Ahearn (2006) derived from Newman and Barron (1998) and Skarlicki and Folger (1997). These concepts are used as the dimensions of Anti-Citizenship Behaviors in this research including some concepts such as Stubbornness and willfulness, shirking, malice, aggression.

a) Stubbornness and willfulness: means each obvious behavior of employee which is against policies and expectations of organization. These behaviors are expressed
in public with animosity: as an example, in a business organization the stubborn sellers try to attract others’ attention to their dissatisfaction, non-acceptance of organization and its members and policies. Such as denying the regulations and selling methods of company, avoiding in sharing the information of costumer with organization and sells management and obvious declaration of dissatisfaction with selling organization.

b) Resistance to Authority: unlike stubbornness and willfulness which are expressed obviously, this dimension of anti-citizenship behavior, this dimension is more internal and without obvious protest. Those people who resist to organizational authority are like an enemy power inside the organization: such as public opposition with the organization and disrespect to privacy, one-sided efforts for managing everything and resistance to manager.

c) Evading from work: it is the behavior which has the intend to evade or forget job and responsibilities. Especially for those jobs in which there are no need to be present in a specific place such as marketing and those jobs which are outside of an organization. This factor is a problem of many organizations and includes; ending work, not answering emails and not restoring accounts; delay in reporting; cancelling selling meetings and inaccessibility of coworkers and managers.

d) Malice: it is a behavior which is derived from some of the errors and mistakes in the past and goes toward taking revenges (Jelinek and Ahearn, 2006). For example spending non-business expenses, drying dirty clothes in public, stealing from the company and sharing organizational secrets with others.

e) Aggression: it is an emotional expression in order to express oppositions and angers against coworkers, managers or costumers with the intent of harming them. Newman and Barron made a boarder and made it clear that there is a difference between aggression and violence at work. They believe that aggression includes those efforts which are done with the aim of hurting those people who work with the organizations (Neuman and Barron, 1998). It includes misbehavior in meetings, trying to controlling the team, violent protesting to coworkers, using proud and improper gesture or physical threatening of coworkers. (GholiPour, PourEzzat and SaediNejhad, 1386)

As there is no such research in Iran we mention some researchers which are similar to the subject of this article.

In an article called Evaluation of the Effects of EQ on Reducing Aggression and Increasing Individual - social Compatibility in Female Students of Secondary School in Ahwaz by Zahra Eftekhar Saadi, the results show that training EQ reduced aggression in female students.

In a dissertation entitling Comparative Evaluation of EQ Training on Improvement of Patience Level and Reduction of Aggression via Introversion and compliance Method on Secondary Schools Female Students in 11 Regions of Teheran by Fatemeh Shoorji in 2013 the results showed that EQ training is effective on reduction of aggression.
In a dissertation entitling Evaluating the Relation between EQ and Aggression of Football Players by Samira Saleh Ardestani in 2010, data analysis showed that there is a meaningful negative relationship between aggression amount and EQ.

In a dissertation entitling Evaluation of Training Effectiveness of EQ Factors with Introversion and compliance Method on Reduction of Aggression in Secondary School Male Students in Region 6 of Teheran by Sadegh Roomiani, the results showed that EQ trainings were effective of reducing aggression.

**Research Hypothesis**

**Main hypothesis**

There is a negative meaningful between EQ and anti-citizenship organizational behavior

**Secondary hypothesis**

First secondary hypothesis there is a negative meaningful between EQ and harming coworkers behaviors.

Second secondary hypothesis there is a negative meaningful between EQ and malice.

Third secondary hypothesis there is a negative and meaningful relationship between EQ and aggression.

Fourth secondary hypothesis there is a negative and meaningful relationship between EQ and self-centered actions.

According to the hypothesis, conceptual model, as Figure (1) is introduced.

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**Figure 1 : Conceptual model**

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http://www.ijhcs.com/index.php/ijhcs/index
Research Method

The research method is descriptive-correlation and its aim is applied and data are gathered via survey. This research period is the second half of 2015. Research sample includes all the municipality employees of region 5 of Tehran which are more than 380 people. Via using Morgan table, the sample was calculated as 191 persons and random sampling method is used. The main tool of data gathering is survey and questionnaire. This questionnaire includes 52 questions and has two separate sections whose first section relates to EQ including 28 questions designed by Bradbury and Greaves with 0.81 reliability capability and it evaluates 4 factors of EQ in the answerers. These factors are self-awareness, self-management, social awareness and social skill. The answers are never, rarely, sometimes, usually and always and the second section of the questionnaire is according to anti-citizenship organizational behaviors of Gholipour and PourEzzat views with 0.87 reliability capabilities. This section includes 24 questions which question 4 anti-citizenship organizational behaviors. These dimensions are hurting coworkers, malice, aggression and self-centered acts. The answers are very agreed, agreed, hesitant, disagreed and very disagreed.

The reliability of this questionnaire is evaluated and its Cranach coefficient is calculated and mentioned in table (1).

Table 1: Cronbach's alpha coefficient calculated variables in this study

<table>
<thead>
<tr>
<th>Cronbach's alpha coefficients</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>0/80</td>
<td>self-awareness</td>
</tr>
<tr>
<td>0/88</td>
<td>self-management</td>
</tr>
<tr>
<td>0/75</td>
<td>social awareness</td>
</tr>
<tr>
<td>0/85</td>
<td>social skill</td>
</tr>
<tr>
<td>0/94</td>
<td>EQ</td>
</tr>
<tr>
<td>0/87</td>
<td>damage to colleagues</td>
</tr>
<tr>
<td>0/91</td>
<td>malice</td>
</tr>
<tr>
<td>0/87</td>
<td>aggression</td>
</tr>
<tr>
<td>0/93</td>
<td>self-centered actions</td>
</tr>
<tr>
<td>0/96</td>
<td>anti-citizenship organizational behavior</td>
</tr>
</tbody>
</table>
Results

Samples of this research are municipality employees of region 5 of Teheran. Demographic variables of this study include gender, marriage status, age, work CV and educational degree. The findings showed that most of the sample contains women (62.3%) and totally most of the answerers were married (53.4%) and most of them had BA (58.1%).

Descriptive factors of research variables were used in order to evaluate the relationships between variables in order to reach research goals and the structural equations method was used. LISREL software is used for data analyzing.

**Table 2: Frequency distribution of population according to sex**

<table>
<thead>
<tr>
<th>Percent</th>
<th>Frequency</th>
<th>sex</th>
</tr>
</thead>
<tbody>
<tr>
<td>37.69%</td>
<td>72</td>
<td>man</td>
</tr>
<tr>
<td>62.3%</td>
<td>119</td>
<td>Female</td>
</tr>
</tbody>
</table>

Table (2) shows that 62.3% of the answerers are women.

**Table 3: Frequency distribution of population by marriage status**

<table>
<thead>
<tr>
<th>Percent</th>
<th>Frequency</th>
<th>Marriage</th>
</tr>
</thead>
<tbody>
<tr>
<td>46.6%</td>
<td>89</td>
<td>Single</td>
</tr>
<tr>
<td>53.4%</td>
<td>102</td>
<td>married</td>
</tr>
</tbody>
</table>

Table (3) shows that 53.4% of answerers are married.

**Table 4: Frequency distribution of population by age**

<table>
<thead>
<tr>
<th>Percent</th>
<th>Frequency</th>
<th>age</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.66%</td>
<td>28</td>
<td>20-25</td>
</tr>
<tr>
<td>32.98%</td>
<td>63</td>
<td>26-30</td>
</tr>
<tr>
<td>25.14%</td>
<td>48</td>
<td>31-35</td>
</tr>
<tr>
<td>16.75%</td>
<td>32</td>
<td>36-40</td>
</tr>
<tr>
<td>10.47%</td>
<td>20</td>
<td>older than 40</td>
</tr>
</tbody>
</table>
Table (4) shows that 14.66% of the answerers are between 20 and 25 years old and 32.98% are between 26 and 30 years old and 25.14% are between 31-35 and 16.75% are between 36-40 and only 10.47% of them are older than 40.

Table 5: Frequency distribution according to job experience

<table>
<thead>
<tr>
<th>Percent</th>
<th>Frequency</th>
<th>job experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>32.46%</td>
<td>62</td>
<td>less than 5 years</td>
</tr>
<tr>
<td>43.98%</td>
<td>84</td>
<td>5-10</td>
</tr>
<tr>
<td>23.56%</td>
<td>45</td>
<td>more than 10 years</td>
</tr>
</tbody>
</table>

Table (5) shows that 32.46% of the answerers worked for less than 5 years and 43.98% worked for 5-10 years and 23.56% of them worked for more than 10 years.

Table 6: Frequency distribution according to degree

<table>
<thead>
<tr>
<th>Percent</th>
<th>Frequency</th>
<th>degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1%</td>
<td>4</td>
<td>Diploma</td>
</tr>
<tr>
<td>8.4%</td>
<td>16</td>
<td>Associate Degree</td>
</tr>
<tr>
<td>58.1%</td>
<td>111</td>
<td>BA</td>
</tr>
<tr>
<td>29.8%</td>
<td>57</td>
<td>MA</td>
</tr>
<tr>
<td>1.6%</td>
<td>3</td>
<td>PhD</td>
</tr>
</tbody>
</table>

Table (6) shows that most of the answerers have BA degree.

According to the fact that the basis of analyzing of causal patterns is correlation matrix, Pearson correlation matrix, mean and derivation of variables are provided in table (7).
Table 7: Pearson Correlation Matrix of EQ with Anti-citizenship Organizational Behavior Dimensions

<table>
<thead>
<tr>
<th>Variables</th>
<th>Harming Coworkers</th>
<th>Malice</th>
<th>Aggression</th>
<th>Stubbornness and Self-centered Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>EQ</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Harming Coworkers</td>
<td>0/46**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Malice</td>
<td></td>
<td>0/83**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aggression</td>
<td></td>
<td></td>
<td>0/88**</td>
<td></td>
</tr>
<tr>
<td>Stubbornness and Self-centered Actions</td>
<td></td>
<td></td>
<td></td>
<td>0/64**</td>
</tr>
<tr>
<td>Mean</td>
<td>1/87</td>
<td>9</td>
<td>0</td>
<td>29/68</td>
</tr>
</tbody>
</table>

**p<0.01 *p<0.05

As it is shown in table (7), EQ correlation coefficient is in negative and meaningful relationship with harming coworkers (r=-0.46), malice (r=-0.50), aggression (r=-0.44) and Stubbornness and Self-centered Actions (r=-0.47).
Figure 2 shows examined model of research for evaluating the first hypothesis. As it is shown, EQ has negative and meaningful effects on anti-citizenship organizational behavior.

![EQ model diagram]

Figure 2: examined model of EQ effects on anti-citizenship organizational behavior

<table>
<thead>
<tr>
<th>Path</th>
<th>Explained variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.58</td>
<td>34%</td>
</tr>
</tbody>
</table>

As it is shown in table (8) the ratio of EQ effect on anti-citizenship organizational behavior is meaningful and negative and this variable explains 34% of anti-citizenship organizational behavior. In table (8) we can see the model fit index

Table 9: Characterized model of emotional intelligence on anti -organizational citizenship behavior

<table>
<thead>
<tr>
<th>R</th>
<th>NFI</th>
<th>FI</th>
<th>GFI</th>
<th>FI</th>
<th>MSEA</th>
<th>( \chi^2/df )</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>/99</td>
<td>/94</td>
<td>/97</td>
<td>/047</td>
<td>/41</td>
<td></td>
</tr>
</tbody>
</table>

According to table (9), ratio of \( \chi_2 \) to independence degree (\( \chi_2/df=1.41 \)), goodness of fit index (GFI=0.97), adjusted goodness of fit index (AGFI=0.94) and root mean square error of
approximation (RMSEA=0.047) are in a good level. Therefore, fitness of fit pattern is in a proper level.

Figure 3 shows the examined model of EQ dimensions effects on anti-citizenship organizational behavior. As it is shown, all the paths are negative and meaningful. EQ has the most effects on malice.

Figure 3. Examined model of EQ dimensions effects on anti-citizenship organizational behavior
Table 10: estimation of standardized coefficients and explained variance of the pattern

<table>
<thead>
<tr>
<th>Explained variance</th>
<th>Path coefficients</th>
<th>path</th>
</tr>
</thead>
<tbody>
<tr>
<td>22%</td>
<td>0/47**</td>
<td>On harming coworkers by EQ</td>
</tr>
<tr>
<td>23%</td>
<td>0/48**</td>
<td>On malice by EQ</td>
</tr>
<tr>
<td>17%</td>
<td>0/41**</td>
<td>On aggression by EQ</td>
</tr>
<tr>
<td>15%</td>
<td>0/39**</td>
<td>On stubbornness by EQ</td>
</tr>
</tbody>
</table>

**p<0.01

As it is seen in table 10, the ratio of EQ effect on anti-citizenship organizational behavior is meaningful and negative. EQ explains 22% of harming coworkers, 23% of malice, 17% of aggression and 15% of stubbornness.

Table 11: Characterized model of emotional intelligence on anti - organizational citizenship behavior

<table>
<thead>
<tr>
<th>NFI</th>
<th>FI</th>
<th>GFI</th>
<th>FI</th>
<th>MSEA</th>
<th>χ^2/df</th>
</tr>
</thead>
<tbody>
<tr>
<td>/97</td>
<td>/98</td>
<td>/93</td>
<td>/96</td>
<td>/061</td>
<td>/71</td>
</tr>
</tbody>
</table>

According to table (11), ratio of χ^2 to independence degree (χ^2/df=1.71), goodness of fit index (GFI=0.96), adjusted goodness of fit index (AGFI=0.93) and root mean square error of approximation (RMSEA=0.061) are in a good level. Therefore, fitness of fit pattern is in a proper level.

Research Hypothesis

Now we evaluate the research hypothesis.
there is a negative meaningful between EQ and harming coworkers behaviors.
The results of structural equations showed that the effect of EQ on harming coworkers (β=-0.47) is in negative and meaningful 0.01 level.
there is a negative meaningful between EQ and malice.
The results of structural equations showed that the effect of EQ on malice (β=-0.48) is in negative and meaningful 0.01 level.
there is a negative and meaningful relationship between EQ and aggression.
The results of structural equations showed that the effect of EQ on aggression \((\beta=-0.41)\) is in negative and meaningful 0.01 level.

there is a negative and meaningful relationship between EQ and self-centered actions.

The results of structural equations showed that the effect of EQ on stubbornness \((\beta=-0.39)\) is in negative and meaningful 0.01 level.

**Conclusion**

The present research aimed at evaluating the relationship between EQ and the factors of anti-citizenship organizational behavior of the employees of region 5 of Teheran. To meet this target, the EQ concept and Golman’s factors and the concept of anti-citizenship organizational behavior with the dimensions of harming coworkers, aggression, malice and stubbornness are used.

The results for the first and main hypothesis show that there is a negative meaningful between EQ and anti-citizenship organizational behavior: that is, less anti-citizenship organizational behavior is viewed in the employees with more EQ and vice versa.

The results for the first and main hypothesis show that there is a negative meaningful between harming coworkers and anti-citizenship organizational behavior: that is, harming coworkers is viewed in the employees with more less anti-citizenship organizational behavior and vice versa.

Therefore, according to the results of the main hypothesis it can be concluded that EQ training can reduce harming coworkers.

The research results about the second hypothesis show that there is a negative meaningful between EQ and malice: that is, the more the EQ the less malice vice versa.

Therefore, according to the second alternative hypothesis it can be said that EQ training can reduce malice among employees.

The research results of third alternative hypothesis shows that there is a negative and meaningful relationship between EQ and aggression. That is, the more the EQ, the less the aggression vice versa which is in line with the results of Eftekhar Saadi (1389), Shoorji Galangadri (1391) and Saleh Ardestani (1388).

Therefore, according to the third alternative hypothesis it can be said that EQ training can reduce aggression among employees.

The research results about the forth hypothesis show that there is a negative meaningful between EQ and self-centered actions: that is, the more the EQ the less self-centered actions vice versa.

Therefore, according to the forth alternative hypothesis it can be said that EQ training can reduce self-centered actions among employees.
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