A Study on the Relationship of Social Capital and Citizenship Behavior with Emotional Intelligence

Belghis Bavarsad¹*, and Farajallah Rahimi²

The present paper aims at determining to what extent the Emotional Intelligence (EI) affects the Social Capital (SC) as well as assessing the influence of employee's citizenship behavior (CB) as a mediator variable between them. For this purpose, a questionnaire was designed to measure the said variables and administered to a sample of 141 specialized ranking employees of Bank Mellat after determining its validity and reliability through exploratory (EFA) and confirmatory factor analysis (CFA). The present paper adopts a survey-correlation methodology and is specifically based on structural equation modeling (SEM). The findings indicated a direct relationship between EI and SC components (R²=33%). Thus, it is possible to improve an organization’s SC by taking EI into account at the service outset, and by in-service EI training. Also, according to the path analysis model, the EI may influence the SC through the CB. In other words, the higher the individuals’ EI levels, the more they will try to maintain their CBs in higher levels which in turn affect the improvement of SC by them. Finally, some suggestion for the human resources managers were presented to improve the CB through increasing the EI competencies.

Keywords: Entrepreneurial cognition, venture Growth, Entrepreneurial Learning, Emotional Intelligence, Social Capital, Organizational Citizenship Behavior, Structural Equation Modeling.

INTRODUCTION

With the developments of the contemporary world and with the organizations’ entry into a knowledge-based economy, the human resource has become especially important compared to other organizational resources [1]. In fact, the human capital is the most crucial strategic element and the most essential way to increase the organizations' effectiveness and efficiency and will entail the society’s progress and advancement. An important issue over the past two decades has been the value or the capital the organizations
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possess in economic terms [2]. Scientists such as Fukuyama (1997) have paid special attention to the fact that an organization’s capital is far beyond its physical, financial, and even human capitals, calling it social capital (SC). SC provides a suitable ground to the human resource operation and productivity in various organizations. On the other hand, exploiting the organization other social capitals would be possible in the light of the same capital which indicates its importance within an organization. Social capital is an assemblage of the norms within social systems which lead to higher levels of cooperation between the members of that society and lower communication costs [3].

CB affects the organizational performance (OP) indirectly. In fact, this behavior constitutes the SC which, like any other capital, is a valuable asset enhancing OP [37].

In today’s organizations, where working groups form a crucial element for success, managers and employees may strengthen the collective effort spirit and working environment empowerment through improving the EI features. An organization’s leadership demands specific features for compatibility to changes and for survival and growth in new business environments in which managers typically have a hard time responding to them. In this respect, one of the most important personality components which may help managers and leaders is the EI. Since EI is the ability to use one’s and others’ feelings and emotions in individual and group behavior to achieve the maximum desirability, integrating the managerial knowledge and emotional capabilities in management may prove useful in directing the people towards the goal. Effective EI perception and management not only provides new insights into how to provoke the individuals but also allows constructive actions to be taken towards the feelings and management thereof.

A review of the literature demonstrates that many researchers have emphasized the cognitive aspects of employees’ performance, broadly ignoring the influences of affective aspects in organizational behavior studies [4]. Jordan (2002) stated that attention to affective variables might explain the differences between the results of early studies in behavioral issues.

Given the dependence of social capital on interpersonal relationships and the undeniable effect of EI on how these relationships are formed, the present paper tries to bridge this gap and to empirically examine the potential effects of EI in specialized-ranking employees of Bank Mellat, whose performances and interactions greatly influence the efficiency and effectiveness of other divisions and the entire organization, on the enhancement of SC and its (structural, cognitive, communicative) components as dependent variables, considering the mediator role of the employees’ OCB.

Emotional Intelligence and Citizenship Behavior

EI has its roots in the concept of social intelligence (SI) first introduced by Thorndike in 1920 who believed SI as representing the people’s ability of understanding and management in human relations. During early 1980, researchers systematically conceptualized the EI notion. The most famous of them were the intra – and interpersonal intelligence concepts of Gardner (1983) and Stiner (1984) on the emotional literacy which became the cornerstone for the terminology referred to as EI by Salovey and Mayer (1989-90) who defined it as a form of SI representing the ability to control one’s and others’ emotions, distinguishing them and using the information to direct the thought and action.
Based on previous research, Bar-on et al. (1997) defined EI as non-cognitive intelligence: “a set of emotional and social skills which affect the individual’s ability to deal with environment’s pressures and demands”.

In 1996, Daniel Goleman played a considerable role in popularizing this notion by publishing his famous book. In 1998, he described the EI, considering the findings of previous researchers, as “another type of the intelligence which includes the identification of one’s feelings and using them to take appropriate decisions in life. In other words, EI represents the ability to desirably control the mood, the psychological state and the tensions; and in fact is a factor which creates motivation and hope in the individuals when failing in achieving their goals” [8].

Emotional Intelligence competencies of Goleman’s model are expressed in the form of four general abilities:

1. Self-awareness: the ability to conceive one’s feelings, strengths and weaknesses
2. Self-management: the ability to manage one’s moods, tensions and inherent capabilities
3. Social-awareness: the ability to correctly perceive the individuals and groups
4. Relationship management: the ability to create desirable reactions in others

According to him, emotional competency consists of an acquired ability based on EI which leads to outstanding job performance. That is, the EI score determines the potential to obtain functional skills. Based on Goleman’s research, this model can explain the personal differences in individuals’ performances at work [9].

The above model is the modified version of what Goleman developed in 1998. The present paper uses this model to identify the employees’ EI.

In general, those emotionally intelligent people are optimist and have a trait enabling them to focus on solution instead of cause (finding the culprit). Since working in any organization has its own specific problems and may lead to the feelings of disillusionment and frustration, those with high levels of EI know that the organization is not the cause of all of their unpleasant feelings. Such individuals, when in positive emotional state, are capable of taking control of negative emotional states which have destructive outcomes [17].

They know how to prevent inefficient feelings and how to move towards reducing them. Such individuals are not motivated through logical transactions but by the level of their affective dependence on the organization [18].

The term organizational citizenship behavior (OCB) was first proposed by Organ et al. (1983). This concept has been developed from the writings of Barnard in 1938 on the tendency to cooperation and Katz’s studies in 1964, 1966 and 1978 about the performance, and spontaneous and innovative behaviors [21].

This behavior is not part of individuals’ official roles. Organ defined CB as behaviors which are not part of organizational formal duties but influencing the OP [22].

This is some sort of extra-role behavior which is arbitrary / optional and is not usually accounted for in the formal reward system of the organization. Some of these behaviors include: avoiding unnecessary conflicts, helping the colleagues at work, tolerating the conditions incurred by the organization and involvement in organizational activities [23]. Since the interest to study the CB has grown, the literature has always lacked a consensus on its dimensions. Padsakoff’s (2000) studies...
indicated that almost 30 different kinds of CB dimensions have been identified. The ones which have attracted the researchers’ attention most are: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue [20, p.516].

Altruism is the same as helping the coworkers among which one may point out interchanging one’s paid leave with colleague, helping others’ projects, helping the new comers and low-skilled ones…Conscientiousness refers to optional behaviors which go beyond the minimum role requirements such as an individual who stays at work more than usual, or an employee who does not spend much time resting, and gets to work early. Courtesy refers to those behaviors which prevent tensions and working problems with others. Toleration, respect for others’ ideas and beliefs, and non-imposition of one’s beliefs are some of behaviors in this dimension [24].

Self-sacrifice and self-giving includes behaviors such as tolerating criticism, not criticizing the organization, preferring competent individuals over oneself. Civic behavior or respect for organizational values includes the tendency for participation and accountability in organizational life, participating in meetings, reading the bulletins and updated information.

Netemeyer (1997) classified CB dimensions in four groups: sportsmanship, civic behavior, conscientiousness and altruism. The present paper also examines these dimensions to identify the employees’ CB. In general, it seems that good citizens enable the organizations to improve the capabilities of the managers and coworkers to perform the tasks and solve the problems and move towards the organizational effectiveness through planning and timing.

Based on CB, individuals understand each other’s feelings and the higher their solidarity, the stronger will be the sharing of the feelings. Under the instructions of EI, individuals feel a common level of convenience, share the ideas and have mutual learning, help each other in performing the tasks and even in decision making, establish an affective link which helps their stability at the time of uncertainty or substantial changes [10, p.43].

Review of previous research supports the relationship between EI and the employees’ extra-role (citizenship) behavior [11], [18], [14]. The research findings indicate that individuals’ EI has a positive, significant effect on the emergence of CB in them so that the individuals with higher EI show more tendencies toward self-sacrifice, helping others etc.

Stowe et al. (1994) admitted that there were three main reasons why higher EI individuals showed more enthusiasm towards manifesting CB: 1) being in a good mood is amplifying because manifesting CB gives the individuals a good feeling which makes them stay in that positive mood; 2) individuals with positive mood are often socializing and creative; and, 3) when individuals are satisfied (have a good feeling for their jobs) probably they are more enthusiastic to assist others [11, p.797].

EI and SC

As mentioned before, previous research has supported the relationship between EI and SC [11] & [12]. Research findings show that EI has a positive relationship with SC.

The concept of SC represents a set of norms, informal values, customs and moral obligations which form the individuals’ mutual behaviors and in three dimensions of structural, cognitive and communicative allows human and financial capitals to reach a dynamic growth in an interaction. In the absence of SC, other capitals lose their effectiveness and it becomes difficult to move
towards cultural and economic development. SC, whether at macro-management level or at the management level of organizations and enterprises, may create a new understanding of the socio-economic systems and assist the managers in better guidance of the system. From the structural dimension; the organizational fit, network form and configuration, and from the cognitive dimension; values, and common anecdotes and narratives as well as common language and from the communication dimension; trust, norms, common identity and the sense of belonging are essential concepts that explain the SC in an organization having been taken into consideration as model dimensions in the present survey. Thus, SC is a set of norms in social systems which elevates the collaboration between the members and reduces the costs of transactions and communications.

On the other hand, literature review indicates a positive influence of EI on CB [11, p.24] as well as individuals’ emotional states on the emergence of CB [33].

**CB and SC**

In today’s world, where rigid and bureaucratic structures have been replaced with a flexible management, organizations need employees who act beyond their job description tasks (OCB) in order to achieve a sustainable competitive advantage (SC) and help improve the organizational performance (OP) through exploiting intra-organizational resources and capitals.

By entering the age of information and knowledge, new concepts have emerged in the management and business environment such that the organizations’ future CA depends on effective and appropriate use of these new variables. The OCB is one of these concepts on which there has been serious research during the last decade. On the other hand, an organization which possesses SC will have a CA which may lead to outstripping the competitors. For this reason, the present paper tries to evaluate the effect of OCB on SC. Manifestation of OCB made the organizations be flexible, productive and responsible for their survival and success.

Other factors such as organizational justice (OJ), interpersonal confidence and psychological convention have been proposed as predictors of CB [34]. But, among them, EI and CB have received much attention recently as variables affecting the SC improvement. Since previous research has supported the positive effect of EI on CB and also, that of CB on SC improvement, it is expected that CB variable be influential as a moderator in the relationship between EI and SC.

Therefore, the present paper has tested the hypothesized mediator role of CB between EI and SC as well as assessing the influence of EI on both SC and CB.

**THEORETICAL FRAMEWORK**

Building on previous research and given the provided definitions, the following conceptual model is presented to demonstrate the relationships among the study variable (Note: The latent variables have been underscored in the model).

**FIGURE 2 HERE**

**Research Hypotheses**

H1. EI has a positive significant effect on CB.
H2. CB has a positive significant effect on SC.
H3. EI has a positive significant effect on SC.
H4. EI has a positive significant effect on SC through CB.

**RESEARCH METHODOLOGY**
Since the purpose of the present paper has been the determination of causal relationships among EI, CB and SC, the research is an applied one in terms of purpose; and a descriptive one in terms of data collection method; a correlation-type and specifically based on SEM.

SEM is a comprehensive statistical approach which tests the hypotheses concerning the relationships between observed and latent variables. Through this approach one could test the acceptability of theoretical models in specific populations and as most variables in management studies are latent ones, these models are getting more and more popular [27].

On the other hand, after collecting data through questionnaires, Lisrel and SPSS software programs have been used to examine the relationship between variables and to tests the hypotheses.

The main data-collecting tool was a questionnaire developed based on Goleman (2001), Abdollahi (2007) and Podascoff and McKenzie (1989) to assess EI, SC and OCB dimensions, respectively.

In order to verify the reliability, a primary sample including 70 questionnaires were pre-tested and then, by using the obtained data, the reliability was calculated using Cronbach’s alpha coefficient which yielded 0.82, 0.78, and 0.73 for EI, CB and SC, respectively. These figures indicate that the questionnaire had a good reliability. Also, factor credit was used to determine the validity of the questionnaire.

POPULATION AND SAMPLE
The population includes all experts in Bank Mellat. This bank has 20 specialized general offices and 500 personnel using random sampling in 10 general offices, each 7 questionnaires, and in 10 other general offices, each about 8 questionnaires were distributed.

According to the limited population sampling formula [28, p.178], a sample size of 141 individuals was selected and the description of statistical sample is as illustrated in Fig.1.

TABLE 1 HERE

As seen, from 141 respondents, 61% were male and 39%, female. Their age average was about 35 years, their average service experience was about 12 years; and over 90% of them had bachelor and higher academic degrees (in the sample, the number of male respondents is considerably greater than the female ones, which controls the effect of sex).

RESEARCH FINDINGS
Measurement Models Examination
Before entering the hypotheses testing stage and the conceptual model, it is necessary to ensure the correctness of measurement models for EI, OCB and SC. Therefore, in the next section, the measurement models are presented in order of their having been performed by confirmatory factor analysis (CFA).

a) EI measurement Model
Given the Lisrel output, the value obtained for the fit index is appropriate and all figures and parameters in the model are significant. Also, the relationships in the model indicate that emotional self-awareness has been the greatest predictor for self-awareness construct; the compatibility for the self-management; empathy for the social-awareness; and influence for the relationship management.

TABLE 2 HERE

b) OCB Measurement Model
Given the Lisrel output, the valued obtained for the fit index is appropriate and all figures and parameters in the model are significant. Also, there is significant relationship between altruism and civic behavior, conscientiousness
TABLE 3 HERE

c) SC Measurement Model

Given the Lisrel output, the values obtained for the fit index is appropriate and all figures and parameters in the model are significant.

TABLE 4 HERE

2) Structural Model

After ensuring the correctness of the measurement models, we proceed with the research hypotheses testing the results of which are presented below:

FIGURE 3 HERE
TABLE 5 HERE

The conceptual model has a good fit and the causal relationships between EI and SC has been confirmed through the path of CB. Also, this model shows that in EI construct, the relationship management and in the CB construct, the altruism had the highest explanation percentage.

VARIABLES’ INTERRELATIONS

To examine interrelationship among model variables (emotional intelligence, organizational citizenship behavior and social capital) multivariate analysis has been applied. In this respect, the SEM and specifically the path analysis methods were used. As seen in the Fig. below, the significance of all coefficients and model parameters has been tested in the Lisrel output.

*Total effect: Direct effect + Indirect effect

The SEM results (above table) indicate that H1 ($\beta = 0.51$), H2 ($\beta = 0.58$) and H3 ($\beta = 0.34$) have been supported. Also, H4 ($\beta = 0.18$) was significant and therefore, supported.

In order to determine the correlation between EI dimensions and SC, the Spearman correlation and SPSS software have been used the results of which are as depicted in Table below:

TABLE 7 HERE

As seen in the Fig. above, both SPSS and Lisrel outputs indicate that among the dimensions of EI, the relationship management is in the first rank ($r=0.87$) followed by self-management, emotional self-awareness and social awareness. Also, the correlation among EI dimensions was confirmed at a 99% significance level with relationship management and self-management ($r=0.62$) having the highest correlation.

CONCLUSIONS AND SUGGESTIONS

As seen in the statistical table, the results of the present paper are consistent with previous researches and also the conceptual model is able to explain the causal relationship between EI and SC. On the other hand, the results indicate that CB affects the SC. Among the EI competencies, the relationship management had the highest effect on SC.

Given the obtained results, it should be noted that EI is an important factor to be measured by any organization. Especially, when an organization needs to evaluate its strengths and weaknesses for changes in human resource terms, this becomes more apparent.

As mentioned before, EI affects the performance. Thus, training for its improvement may have a positive effect on the performance of groups and consequently, the organization. On this basis, some human resources strategies should be focused on suitable training on how to control and improve the employees’ EI competencies.
As shown by the previous research, the relationship management/social skill variable has the highest importance among other EI competencies. Therefore, human resources managers should organize the agenda so that education on this issue to be fulfilled very seriously. In this regard, it is noteworthy that improving the employees’ interrelations in the form of formal and informal groups will lead to increased feelings and affections and also elevating the affective dependences across them causing a good feeling about presence within the organization. Thus, the communications have a great effect on engendering affective coherence among the employees and ultimately strengthen synergy and a spirit of collaboration across them.

Regarding the employees’ recruitment and promotion, too, the EI and its applications in increasing the affective and normative commitment and manifestation of CB on the part of employees, and consequently the organizational effectiveness, should be taken into account because from the very beginning of the entry of a new employee, an organization undergoes huge costs in order to use the employee’s knowledge and experiences and to realize its organizational strategies and goals. Thus, human capital is a strategic element and the adoption, retention and maximum exploitation of its capabilities should be taken as the main and basic goals of any organization.

Therefore, the researchers suggest that in the employment process, that is, the effort to place the right person in the right position and also during the appointment and promotion of the employees, the soft experiences and feelings (EI) be given specific importance because the results of the present paper indicated that EI can have a considerable effect on the employees’ OCBs.

REFERENCES


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APPENDIX

Table 1: Sample’s statistical description

<table>
<thead>
<tr>
<th>Sample descriptive dimension</th>
<th>Sex</th>
<th>Age</th>
<th>Education</th>
<th>Service experience</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>F</td>
<td>M</td>
<td>20-30</td>
<td>30-40</td>
</tr>
<tr>
<td></td>
<td>56</td>
<td>85</td>
<td>71</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>39%</td>
<td>61%</td>
<td>50%</td>
<td>42%</td>
</tr>
</tbody>
</table>

10
Table 2: Summary of CFA and Good Fit Indices

<table>
<thead>
<tr>
<th></th>
<th>Chi- Square</th>
<th>Degree of Freedom (df)</th>
<th>RMSEA</th>
<th>GFI</th>
<th>AGFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values of Indices</td>
<td>132.7</td>
<td>129</td>
<td>0.071</td>
<td>0.98</td>
<td>0.91</td>
</tr>
</tbody>
</table>

Table 3: Summary of CFA and Good Fit Indices

<table>
<thead>
<tr>
<th></th>
<th>Chi- Square</th>
<th>Degree of Freedom (df)</th>
<th>RMSEA</th>
<th>GFI</th>
<th>AGFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values of Indices</td>
<td>98.86</td>
<td>59</td>
<td>0.07</td>
<td>0.93</td>
<td>0.95</td>
</tr>
</tbody>
</table>

Table 5: Degree if fitness

<table>
<thead>
<tr>
<th></th>
<th>Chi- Square</th>
<th>Degree of Freedom (df)</th>
<th>RMSEA</th>
<th>GFI</th>
<th>AGFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values of Indices</td>
<td>64.08</td>
<td>42</td>
<td>0.06</td>
<td>0.87</td>
<td>0.91</td>
</tr>
</tbody>
</table>

Table 6: SEM (Path Analysis) Results

<table>
<thead>
<tr>
<th>Path</th>
<th>Standard Coefficient</th>
<th>Significance Numbers (t-value)</th>
<th>Result (Hypothesis Support/Rejection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EI on CB</td>
<td>0.51</td>
<td>5.9</td>
<td>Influential (Hypothesis support)</td>
</tr>
<tr>
<td>EI on SC</td>
<td>0.58</td>
<td>6.3</td>
<td>Influential (Hypothesis support)</td>
</tr>
<tr>
<td>CB on SC</td>
<td>0.34</td>
<td>4.2</td>
<td>Influential (Hypothesis support)</td>
</tr>
<tr>
<td>*EI on SC (through)</td>
<td>0.51*0.34=0.18</td>
<td>2.4</td>
<td>Influential (Hypothesis support)</td>
</tr>
</tbody>
</table>
Fig. 5: Correlation Matrix of EI Dimensions and OCB

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Emotional intelligence</th>
<th>Self-awareness</th>
<th>Self-management</th>
<th>Social awareness</th>
<th>Relationship management</th>
<th>Social capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional intelligence</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emotional self-awareness</td>
<td>0.78</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self-management</td>
<td>0.85**</td>
<td>0.59**</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social awareness</td>
<td>0.73**</td>
<td>0.43**</td>
<td>0.50**</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relationship management</td>
<td>0.87**</td>
<td>0.61**</td>
<td>0.62**</td>
<td>0.53**</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Social capital</td>
<td>0.63**</td>
<td>0.39**</td>
<td>0.37**</td>
<td>0.40**</td>
<td>0.57**</td>
<td>-</td>
</tr>
</tbody>
</table>

* 0.05 level of significance  
** 0.01 level of significance

Fig 1: Goleman’s Emotional Competencies Model

<table>
<thead>
<tr>
<th>Competencies</th>
<th>EI Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Competencies</td>
<td></td>
</tr>
<tr>
<td>Self-awareness</td>
<td>- Emotional self-awareness: identifying one’s feelings and understanding the effects of them</td>
</tr>
<tr>
<td></td>
<td>- Accurate self-assessment: recognizing one’s strengths and limitations</td>
</tr>
<tr>
<td></td>
<td>- Self-confidence: appropriate understanding of one’s capabilities</td>
</tr>
<tr>
<td>Self-management</td>
<td>- Emotional self-control: controlling one’s destructive emotions and tensions</td>
</tr>
<tr>
<td></td>
<td>- Sincerity: showing honesty, solidarity and loyalty</td>
</tr>
</tbody>
</table>
| Social Competencies       | Compatibility: adaptation to changes  
|                          | Conscientiousness: accepting the responsibility for one’s deeds  
|                          | Innovation: tendency to grasp the opportunities  
|                          | Optimism: ability to see the bright side  
| Social-awareness         | Empathy: conceiving others’ feelings and perspectives  
|                          | Organizational consciousness: conceiving the emotional trends of the group and the power relationships  
|                          | Service-orientation: detecting others’ needs for serving them  
| Relationship management  | Altruist development: improving others’ capabilities through feedback  
|                          | Inductive leadership: guidance and motivation together with convincing insights for others  
|                          | Influence: use of effective tactics to convince others  
|                          | Change-responsiveness: pioneering in changes  
|                          | Conflict management: resolving disputes  
|                          | Group-work and collaboration: working with people through common goals  

**Figure 2: conceptual model**
Figure 3: Conceptual Model SEM