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AN ANALYSIS OF EMOTIONAL AND CULTURAL INTELLIGENCE RELATIONSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIORS AMONG EMPLOYEES OF IRANIAN TOURISM ORGANIZATIONS

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ABSTRACT

This study aims to assess the relationship between Organizational Citizenship Behavior (OCB) with the intermediation role of the emotional intelligence (EI) and cultural intelligence (CQ) among the employees of the Tourism and Heritage Organization. This research is a practical study and descriptive correlational research. The statistical population includes all 340 employees of the Tourism and Heritage Organization in both the expertise and service employees' sections. The instruments for data collection were EI questionnaire, CQ and organizational behavior questionnaire. The results illustrated that changes in the level of emotional and CQ lead to change the OCB and it has positive progress (increasingly), which the coefficients of Spearman and Kendall's tests and are the reason for this relationship. On the other hand, findings suggest that changes in the level of EI trigger change in CQ rank and have positive progress (increasingly). The results of hypothesis tests indicate that the changes in the emotional and CQ levels affect the OCB.

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1. INTRODUCTION

Organizational Citizenship Behavior (OCB) has been raised as a new topic over the past two decades attracting the attention of psychologists and sociologists (Porsoltani & Amirji, 2013). Smart people can be emotionally effective and play an important role in promoting OCBs and reducing destructive work behaviors (Shirvani and Efastani, 2013). The concept of emotional intelligence (EI) has entered into the psychological literature since 1990 and is the ability to understand and control excitement emotions to help the intellectual, decision-making and communication activities. EI is the capability of individuals to identify, understand, deal and manage their own emotions and those of others effectively. From Baron's view, it is a set of non-cognitive abilities and skills that

affect the capability of successfully confronting the environmental desires, constraints, and pressures. Its features include the recognition of their own feelings, the use of it for proper decisions in life, the ability to manage their own moods and excitements and those others, enjoying happiness, vitality, independence, better performance in workplaces, and achievement of further progress in life. In addition to common emotional and rational intelligence, which has always been emphasized by the experts in management and leadership science, the third Millennium leaders need cultural intelligence (CQ) to guide the new complexities of global environments. CQ is a kind of intelligence having a lot of connections with diverse cultural environments. The employees of the tourism organization deal with a lot of customers during their work time. On one hand, it indicates the necessity of appropriate behaviors in the job for obtaining trust and providing customer satisfaction, and on the other hand, these employees should behave with high quality and be able to overcome the pressures of the work as well. In this regard, the proper interaction of employees with each other and the correct relationship with customers will lead to organizational productivity and profit. Organizations will not be able to develop their effectiveness without the collaboration and willingness of the employees. The distinction between arbitrary and compulsory collaboration is important, because, in a coercive situation, employees conduct their duties in accordance with determined organizational standards, while in spontaneous and informed cooperation, individuals use their energies and insight for the development of personal abilities and even for the organization benefit. In the new management literature, conducting the responsibilities beyond the prescribed formal roles spontaneously and knowingly is called the OCB (Naghdar et al., 2014). The occurrence of such behaviors depends on internal and external factors. Identifying internal variables are so important for greater sustainability as well as for enhancing the organizational policies. Two internal variables, EI and CQ of employees can, directly and indirectly, impact on such behaviors. The OCB structure seeks to identify, manage and evaluate the extra-role behaviors of the employees because the organizational productivity will increase due to such these behaviors. On the other hand, EI is a skill that an employee can control their morale (Self-awareness) by using it and improves self-management to understand its impact (empathy) and behaves in a manner that enhances their own morale and those others (relationships adjustment) (Mohammadi, 2006). Following the introduction of the concepts of cognitive intelligence and then EI in the work environments, numerous studies have shown that individuals enter the working world with something more than body, mind, and feeling, but they bring their own personal feeling and unique spirit. (Esfahani and Jahanian, 2015). The greatest helplessness of a person is the inability to achieve cooperation with others and understanding them. CQ is one of the most effective tools for performing tasks effectively in diverse cultural environments; CQ is a special ability and skill that allows a person for performing his/her tasks effectively in multicultural situations. The component of CQ (motivational) shows the volume and direction of the energy of individuals for effective interaction with a new culture. The component of the cultural (behavioral) intelligence shows the individual's ability to display proper verbal and non-verbal acts for interaction with people from different cultures. The present research seeks the main question that whether the OCB (extra-role behavior) is related to the EI and CQ of employees? Therefore, considering the importance of these behavioral variables in the tourism organization, the effects of the EI and CQ have been tested as the explanatory variables in the occurrence of employee's civic behavior.

2. THEORETICAL BACKGROUND

2.1 EMOTIONAL INTELLIGENCE (EI)

EI includes the intrapersonal and interpersonal skills that include the one's awareness of his/her own thoughts and feelings, self-regulation and the ability to listen, communicate and empathize with people who have different opinions, views, and values (Moghadami et al., 2011). One of the most important concepts for integrating cognitive aspects, such as thinking and non-cognitive, such as emotion, is EI. According to many experts, EI is one of the most recent developments and human innovations for understanding the relationship between thought and emotion. Tabatabaei (2015) showed a positive and significant correlation between EI and its dimensions (self-awareness, self-regulation, motivation, empathy, and social skills). Among the dimensions of EI, self-regulation and self-reliance have more power for the organizational transformation. Also, the results of the research show that there is a positive and significant correlation between CQ and its dimensions (metacognitive, cognitive, motivational, and behavioral dimensions) with a tendency towards the organizational transformation and among the dimensions of CQ, CQ and behavioral intelligence have the ability to predict the tendency toward organizational transformation. In terms of selecting words in different texts, EI that is briefly referred to the EI (its criterion is usually the “Emotional Quotient” (EQ)) is different from the “Intelligence Quotient” or IQ that are used to measure intelligence quotient. One of the differences and maybe EI scores to IQ, is its adventitious which is easy to learn, evolve, improve and correct. Therefore, the weakness of individuals in EI can be compensated while the IQ is constant in a person and does not change over time. In addition, considering the importance of social relationships in organizations, the role of EQ is greater in the job success of individuals undoubtedly (Bradbury, 2005). Baron knows the EI as a non-cognition set of skills, talents, and abilities that can increase the ability of a person to overcome pressures and environmental requirements. According to the Baron’s point of view, EI has 5 general categories and 15 components that remain in these categories, which is shown in Table 1. Experts believe that nowadays the EI has been quickly paid attention by the companies and organizations, and sometimes its importance becomes more than the cognitive and technical knowledge abilities. Because, managers found that, internal consistency and personal-organizational balance would increase in this way, therefore, organizations use soft skills to improve their effectiveness.

2.2 CULTURAL INTELLIGENCE (CQ)

Working environments have become very diverse throughout the world, and this issue is particularly true for developed countries. Cultural diversity is one of the major issues that the managers face with it now. Unfortunately, most directors do not value the cultural differences as an effective source for creating a competitive advantage, and they evade from thinking about the cultural differences and skills in need to manage it by describing that cultural differences are not an important issue. The concept of CQ was first introduced by Earley and Ang who were at London Business School. These two experts described the CQ as the ability to learn new patterns in cultural interactions and providing the correct behavioral responses to these patterns.

Table 1: EI Categories

EI	A. Intra-personal EI	1. Emotional Self-awareness	Recognition and understanding of your own feelings
		2. Definitiveness	Expressing emotions, Beliefs, Thoughts, and Defenses of personal rights in a constructive manner
		3. Self-respect	Knowledge, understanding, acceptance, and respect for oneself
		4. Self-Efflorescence	Realizing your potential talents
		5. Independence	Self-control is in a person's thinking and action and the releasing from the emotional dependence
	B. Interpersonal EI	1. Empathy	Awareness ability of others' emotions as well as understanding and appreciation of those feelings
		2. Taking Responsibility	The Individual's ability to introduce himself as a useful member with having collaborated sense in your social group
		3. Interpersonal Relationship	Ability to create and maintain satisfactory mutual relations, emotional affinity, lovely affection
	C. EI to deal with pressure	1. Tolerance of stress	Resistance to undesirable and stressful events
		2. Control of Looking	Resist the ability of a person against the tensions or temptations and controlling your own excitement
	D. Compatibility EI	1- Solving the problem	Identifying and defining the years and creating effective strategies
		2. Reality Test	Evaluating and matching between what is objectively and mentally experienced
		3. Flexibility	Adjustment of reflection and Behavior during position and condition changes
	E. EI of general temperament	1. Optimism	Satisfaction Feeling of your own life, Cheering up yourself and others
		2. Vitality	Looking at the bright aspects of life and maintaining a positive attitude even facing adversity

CQ is the capacity of individuals for growing their own person by continual learning and recognizing better cultural heritages, customs, different values and effective behavior with people who have different cultural backgrounds and perceptions. Managers with a different level of CQ and different talents may be able to interpret and adapt themselves to a diverse range of cultural situations. Therefore, many managers and employees should recognize the level of CQ and its quality and if necessary, improve it. Earley and Masakowski categorize the CQ into three components: cognitive means, physical-emotional means, and motivational means. In other words, people should search for CQ in the body, head, and heart. Although most managers are not able for all three equally, but each capability is seriously hampered without any other capabilities. CQ is a stick that can create coherence and harmony in a diverse environment. Researchers found in their research that EI is a more powerful predictor for the local leadership, and on the other hand, the CQ is more reliable for overseas leadership. Overall, the results show that in today's globalized world, CQ is one of the competencies for key leadership.

3. ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

According to Appelbaum's perspective, OCBs are a set of voluntary and optional behaviors that are not a part of the formal duties of an individual, but these behaviors are carried out by them and improve the roles and functions of the organization effectively. This definition emphasizes three main features of citizenship behavior: firstly, this behavior should be voluntary that is, not a predetermined task, nor a part of the individual's official task. Secondly, the benefits of this behavior possess an organizational aspect, and thirdly, citizenship behavior possesses a multidimensional nature. OCB is a spontaneous and voluntary behavior that is not directly or explicitly foreseen by the organization's

official reward system. But in general, it promotes the effective performance of the organization (Azizi et al., 2017). Researchers have categorized behavior within the organization into extra-role behaviors and in-role behaviors. In-role behaviors are defined as behaviors that are expressed in the official duties and roles of the organization and these behaviors are recognized and rewarded by the formal system of the organization, but extra-role behaviors refer to occupational behaviors beyond the formal roles of employees which are optional and are not usually considered in the official reward system of the organization. Extra-role behaviors are created by the sense of citizenship that interacts with the organization. Being extra-role of these behaviors states that individuals act more than their task to increase effectiveness, and since OCB does not include as the formal role of individuals, it is a behavioral indicator for responding to colleagues' relationships. Other researchers, such as Graham suggest that OCB should be considered separately from the working. There is no problem with the distinction between role performance and extra-role behaviors. From this perspective, organizational behavior must be considered as a global concept that includes all the positive behaviors of individuals within the organization. For several reasons, the distinction between the role and extra-role behaviors will be difficult. Firstly, the perception of the managers and employees from the employees' responsibilities and performances are not the same. Secondly, employees' perceptions of their own performance and responsibilities are affected by their satisfaction in their work environment. Due to such complexities, Organ initial definition of OCB has been considered as the extra-role behavior. It can be said that the most authoritative categorization for the dimensions and components of organizational behavior is presented by Organ, which is used in various research. Because of the elegance of the organization's conceptualization for OCB, Pold Sakov, McKenzie Morman and Fitter used his model in their studies. Organ states the following five dimensions as organizational citizenship dimensions (Figure 1).



Figure 1: OCB Pattern

- 1) Conscientiousness: It indicates a behavior that a person acts in a job more than his/her minimum tasks (Hoveyda and Naderi, 2009).
- 2) Altruism: It consists of actions voluntarily that help co-workers with an organizationally relevant task in unusual situations, such as creating intimacy, empathy, and compassion among co-workers.
- 3) Civic virtue: it includes behaviors such as attending extracurricular and extra activities (when this attendance is not necessary), supporting the development and modifications provided by the directors of the organization, desire to study books, magazines and increasing the amount of general information, and having willingness to install posters and announcements in the organization for others' awareness.
- 4) Sportsmanship: Emphasizing the positive aspects of the organization instead of its negative aspects, and willingness to tolerance minor and temporary personnel inconveniences and impositions of work without grievances, complaints (Islami and Sayyar, 2008).

- 5) Courtesy: This dimension involves all foresight of the individual in order to prevent the creations of problems for co-workers. Respecting the rights and privileges of others, consulting with those who may be influenced by the decision or action of a person, and informing others before any significant action, reflects respect and decency.

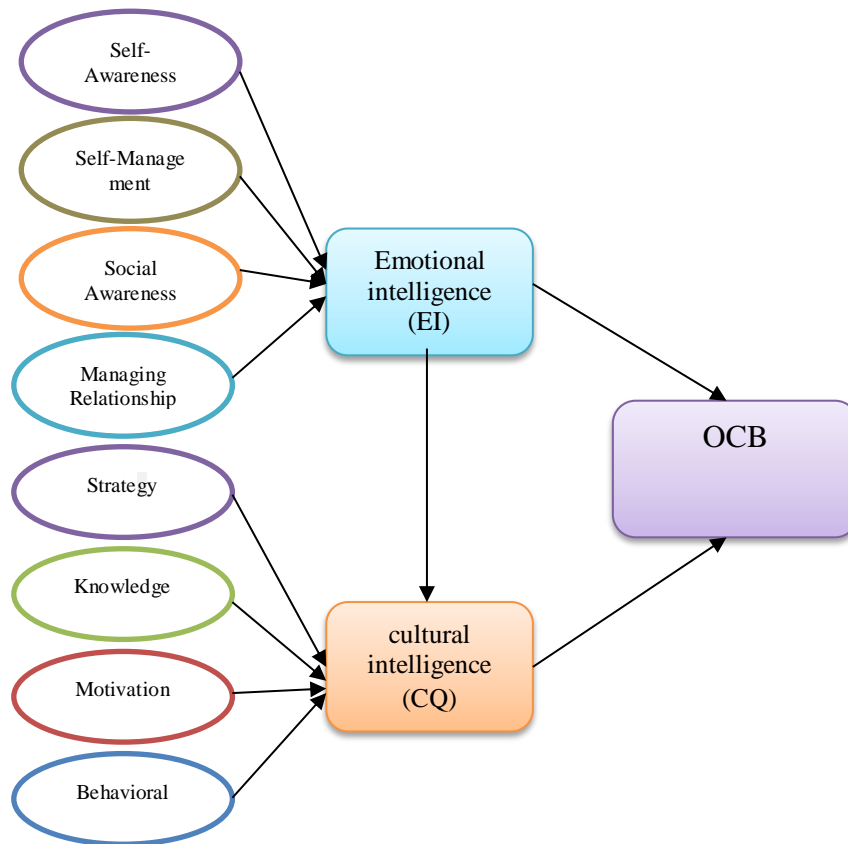


Figure 2: General structure of research.

4. CONCEPTUAL MODEL OF RESEARCH

The conceptual model of research is a theoretical model, based on the relationships among a number of factors that are more important in the research. This framework proceeds logically by examining the research literature in the area of the problem. Integrating the logical beliefs of the researcher with the published research in order to create a scientific method for examining the problem under study is especially important. In brief, the conceptual model talks about the link between variables that play a role in the dynamics of the given situation. The conceptual model of this research is to illustrate the effect of EI and CQ on OCB through the components of these variables. Therefore, the general structure of the research evaluates the boundaries of the relationships in question in accordance with the following diagram, (Figure 2).

5. METHOD

This research is a practical study and descriptive correlational research by a field research method. The statistical population of this research includes all 340 employees of the Tourism and Heritage Organization in both the expertise and service employees' sections. The statistical sample of the study at the field study stage includes 100 people.

In this study, three questionnaires were used to collect the required data. The first questionnaire

is to measure EI (Bradbury, Grivas, 2007), which includes 25 questions. To evaluate the CQ, the CQ questionnaire was used that designed by Ang et al. (2004), and to assess the CQ, the questionnaire with 21 questions (by Kahnouji- Rafsanjan Azad University, 2010) was used. Podsakov questionnaire (2000) and designed a questionnaire by Hosseini with 12 questions (Kerman Azad University, 2009) was used to assess the OCB.

6. FINDINGS

The demographic descriptive investigation is given in Table 2.

Table 2: Investigating Demographic Frequency Distribution

	Demographic	Frequency	Percentage of Frequency
Gender	Man	66	66
	Woman	34	34
Age	Under 25	3	3.2
	25-35	35	36.8
	30-35	24	25.3
	35-40	23	24.2
	40-45	9	9.5
	Above 45	1	1.1
Education	Associate Degree	9	9
	Undergraduate	52	52
	Masters	35	35
	PhD	4	4
Years of service	Under 5 years	42	42.9
	5-10	24	24.5
	10-15	25	25.5
	Above 15 years	7	7.1

7. HYPOTHESES TESTING

The result shows that there is a significant relationship between EI and OCB because the obtained significance level ($p < 0.001$) is less than the significance level of the research ($\alpha = 0.05$). Therefore, the main hypothesis of the research is confirmed and it means that changes in the EI rank cause changes in OCB and progress to the positive side (Increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests (Table 3).

Table 3: The Relationship between EI and OCB.

	Organizational Behavior	EI
Kendall's tau_b OCB Correlation Coefficient	1.000	0.542*
Mutual Significance		<0.001
Numbers	93	93
Emotional intelligent Correlation Coefficient	0.542	1.000
Mutual Significance	<0.001	
Numbers	93	100
Spearman's Rho OCB Correlation Coefficient	1.000	0.730*
Mutual Significance		<0.001
Numbers	93	93
Emotional intelligent Correlation Coefficient	0.730*	1.000
Mutual Significance	<0.001	
Numbers	93	100

The result Table 4 shows that there is a significant relationship between CQ and OCB because the obtained significance level ($p < 0.001$) is less than the significance level of the research ($\alpha = 0.05$).

Therefore, the main hypothesis of the research is confirmed and it means that changes in the CQ rank cause changes in OCB and progress to the positive side (Increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests (Table 4).

Table 4: The Relationship between CQ and OCB

	Organizational Behavior	CQ
Kendall's tau_b OCB Correlation Coefficient	1.000	0.044
Mutual Significance		<0.001
Numbers	93	85
Cultural intelligent Correlation Coefficient	0.044	1.000
Mutual Significance	<0.001	
Numbers	85	88
Spearman's Rho Organizational Behavior Correlation Coefficient	1.000	0.205
Mutual Significance		<0.001
Numbers	93	85
Cultural intelligent Correlation Coefficient	0.205	1.000
Mutual Significance	<0.001	
Numbers	85	88

The result Table 5 shows that there is a significant relationship between CQ and EI because the obtained significance level ($p < 0.001$) is less than the significance level of the research ($\alpha = 0.05$). Therefore, the main hypothesis of the research is confirmed and it means that changes in the EI rank cause changes in CQ and progress to the positive side (Increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests (Table 5).

Table 5: The Relationship between CQ and EI

	CQ	EI
Kendall's tau_b CQ Correlation Coefficient	1.000	0.332*
Mutual Significance		<0.001
Numbers	88	88
EI Correlation Coefficient	0.332*	1.000
Mutual Significance	<0.001	
Numbers	88	100
Spearman's Rho CQ Correlation Coefficient	1.000	0.405*
Mutual Significance		<0.001
Numbers	88	88
EI Correlation Coefficient	0.405*	1.000
Mutual Significance	<0.001	
Numbers	88	100

The result Table 6 shows that there is a significant relationship between self-awareness and OCB because the obtained significance level ($p = 0/01$) is less than the significance level ($\alpha = 0.05$). Therefore, the main hypothesis of the research is confirmed and it means that changes in the self-awareness rank cause changes in OCB and progress to the positive side (Increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests (Table 6).

The results show that there is a significant relationship between self-management and OCB because the obtained significance level ($p < 0.001$) is less than the significance level of the research ($\alpha = 0.05$). Therefore, the main hypothesis of the research is confirmed and it means that changes in the self-management rank cause changes in OCB and progress to the positive side (Increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests (Table 7).

Table 6: The Relationship between CQ and EI

	Self-awareness	OCB
Kendall's tau_b Self-awareness Correlation Coefficient	1.000	0.195*
Mutual Significance		0.016
Numbers	98	92
OCB Correlation Coefficient	0.195*	1.000
Mutual Significance	0.016	
Numbers	92	93
Spearman's Rho Self-awareness Correlation Coefficient	1.000	0.280*
Mutual Significance		0.007
Numbers	98	92
OCBe Correlation Coefficient	0.280*	1.000
Mutual Significance	0.007	
Numbers	92	93

Table 7: The Relationship between Self-management and OCB

	OCB	Self-management
Kendall's tau_b OCB Correlation Coefficient	1.000	0.576*
Mutual Significance		<0.001
Numbers	93	89
Self-Management Behavior Correlation Coefficient	0.576*	1.000
Mutual Significance	<0.001	
Numbers	89	95
Spearman's Rho OCB Correlation Coefficient	1.000	0.798*
Mutual Significance		<0.001
Numbers	93	89
Self-Management Behavior Correlation Coefficient	0.798*	1.000
Mutual Significance	<0.001	
Numbers	89	95

The result Table 8 shows that there is a significant relationship between social awareness and OCB because the obtained significance level ($p < 0.001$) is less than the significance level of the research ($\alpha = 0.05$). Therefore, the main hypothesis of the research is confirmed and it means that changes in the social awareness rank cause changes in OCB and progress to the positive side (Increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests (Table 8).

Table 8: The Relationship between Self-management and OCB

	OCB	Self-management
Kendall's tau_b OCB Correlation Coefficient	1.000	0.389*
Mutual Significance		<0.001
Numbers	93	93
Social awareness Correlation Coefficient	0.389*	1.000
Mutual Significance	<0.001	
Numbers	93	100
Spearman's Rho OCB Correlation Coefficient	1.000	0.791*
Mutual Significance		<0.001
Numbers	93	93
Social awareness Correlation Coefficient	0.791*	1.000
Mutual Significance	<0.001	
Numbers	93	100

The result Table 9 shows that there is a significant relationship between the management of relations and OCB because the obtained significance level ($p < 0.001$) is less than the significance level of the research ($\alpha = 0.05$). Therefore, the main hypothesis of the research is confirmed and it means that changes in the management of relations rank cause changes in OCB and progress to the positive side (Increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests (Table 9).

Table 9: The Relationship between Self-management and OCB.

	OCB	Management of relations
Kendall's tau_b OCB Correlation Coefficient	1.000	0.650*
Mutual Significance		<0.001
Numbers	93	93
Management of relations Correlation Coefficient	0.650*	1.000
Mutual Significance	<0.001	
Numbers	93	100
Spearman's Rho OCB Correlation Coefficient	1.000	0.570*
Mutual Significance		<0.001
Numbers	93	93
Management of relations Correlation Coefficient	0.570**	1.000
Mutual Significance	<0.001	
Numbers	93	100

The results show that there is not a significant relationship between strategy and OCB, because the obtained significance level ($p = 0.354$) is more than the significance level of the research ($\alpha = 0.05$), therefore, this factor confirms the H0, and the studied hypothesis in this section is rejected (Table 10).

Table 10: The Relationship between Self-management and OCB

	OCB	Strategy
Kendall's tau_b OCB Correlation Coefficient	1.000	-0.069
Mutual Significance		0.381
Numbers	93	92
Strategy Correlation Coefficient	-0.69	1.000
Mutual Significance	0.381	
Numbers	92	98
Spearman's Rho OCB Correlation Coefficient	1.000	-0.098
Mutual Significance		0.354
Numbers	93	92
Strategy Management Correlation Coefficient	-0.98	1.000
Mutual Significance	0.354	
Numbers	92	98

The results show that there is a significant relationship between knowledge and OCB because the obtained significance level ($p < 0.001$) is less than the significance level of the research ($\alpha = 0.05$). Therefore, the main hypothesis of the research is confirmed and it means that changes in the knowledge rank cause changes in OCB and progress to the positive side (Increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests (Table 11).

Table 12 shows that there is a significant relationship between motivation and OCB because the obtained significance level ($p < 0.001$) is less than the significance level of the research ($\alpha = 0.05$). Therefore, the main hypothesis of the research is confirmed and it means that changes in the motivation rank cause changes in OCB and progress to the positive side (Increasingly), and it is

confirmed with the positive coefficients Kendall and Spearman tests (Table 12).

Table 11: The Relationship between Knowledge and OCB

	OCB	Knowledge
Kendall's tau_b OCB Correlation Coefficient	1.000	0.16
Mutual Significance		<0.001
Numbers	93	90
Knowledge Correlation Coefficient	0.16	1.000
Mutual Significance	<0.001	
Numbers	90	96
Spearman's Rho OCB Correlation Coefficient	1.000	0.570*
Mutual Significance		<0.001
Numbers	93	90
Knowledge Correlation Coefficient	0.018	1.000
Mutual Significance	<0.001	
Numbers	90	96

Table 12: The Relationship between Motivation and OCB

	OCB	Motivation
Kendall's tau_b OCB Correlation Coefficient	1.000	0.117
Mutual Significance		<0.001
Numbers	93	92
Motivation Correlation Coefficient	0.117	1.000
Mutual Significance	<0.001	
Numbers	92	98
Spearman's Rho OCB Correlation Coefficient	1.000	0.276*
Mutual Significance		<0.001
Numbers	93	92
Motivation Correlation Coefficient	0.276	1.000
Mutual Significance	<0.001	
Numbers	92	98

Table 13 show that there is a significant relationship between CQ and OCB because the obtained significance level ($p = 0.01$) is less than the significance level of the research ($\alpha = 0.05$). Therefore, the main hypothesis is confirmed meaning that changes in the CQ rank cause changes in OCB and progress to the positive side (Increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests (Table 13).

Table 13: The Relationship between Cultural (behavioral) Intelligence and OCB.

	Organizational Behavior	Cultural (behavioral) Intelligence
Kendall's tau_b Cultural (behavioral) Intelligence Correlation Coefficient	1.000	0.190*
Mutual Significance		0.016
Numbers	96	90
Cultural (behavioral) Intelligence Correlation Coefficient	0.190*	1.000
Mutual Significance	0.016	
Numbers	90	93
Spearman's Rho Cultural (behavioral) Intelligence Correlation Coefficient	1.000	0.231
Mutual Significance		0.029
Numbers	96	90
Cultural (behavioral) Intelligence Correlation Coefficient	0.231	1.000
Mutual Significance	0.029	
Numbers	90	93

The results show that there is a significant relationship between CQ and self-awareness because the obtained significance level ($p = 0.01$) is less than the significance level of the research ($\alpha = 0.05$). Therefore, the main hypothesis of the research is confirmed and it means that changes in the self-awareness rank cause changes in the CQ and progress to the positive side (Increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests (Table 14).

Table 14: The Relationship between Self-awareness and CQ

	CQ	Self-awareness
Kendall's tau_b CQ Correlation Coefficient	1.000	0.203*
Mutual Significance		0.013
Numbers	88	97
Self-awareness Correlation Coefficient	0.203*	1.000
Mutual Significance	0.013	
Numbers	87	98
Spearman's Rho CQ Correlation Coefficient	1.000	0.208
Mutual Significance		0.054
Numbers	88	87
Self-awareness Correlation Coefficient	0.208	1.000
Mutual Significance	0.054	
Numbers	87	98

There is a significant relationship between CQ and self-management because the obtained significance level ($p = 0/01$) is less than the significance level of the research ($\alpha = 0.05$). Therefore, the main hypothesis of the research is confirmed and it means that changes in the self-management rank cause changes in the CQ and progress to the positive side (Increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests (Table 15).

Table 15: The Relationship between Self-management and CQ

	CQ	Self-Management
Kendall's tau_b CQ Correlation Coefficient	1.000	0.206*
Mutual Significance		0.010
Numbers	88	87
Self-management Correlation Coefficient	0.206*	1.000
Mutual Significance	0.010	
Numbers	87	95
Spearman's Rho CQ Correlation Coefficient	1.000	0.246
Mutual Significance		0.022
Numbers	88	87
Self-management Correlation Coefficient	0.246	1.000
Mutual Significance	0.022	
Numbers	87	95

Table 16, there is a significant relationship between CQ and social awareness because the obtained significance level ($p < 0.001$) is less than the significance level of the research ($\alpha = 0.05$). Therefore, the main hypothesis of the research is confirmed and it means that changes in the social awareness rank cause changes in the CQ and progress to the positive side (Increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests (Table 16).

Table 16: The Relationship between social awareness and CQ

	CQ	Social awareness
Kendall's tau_b CQ Correlation Coefficient	1.000	0.307*
Mutual Significance		<0.001
Numbers	88	88
Social awareness Correlation Coefficient	0.307*	1.000
Mutual Significance	<0.001	
Numbers	88	100
Spearman's Rho CQ Correlation Coefficient	1.000	0.416
Mutual Significance		<0.001
Numbers	88	88
Social awareness Correlation Coefficient	0.416	1.000
Mutual Significance	<0.001	
Numbers	88	100

There is a significant relationship between CQ and management of relations because the obtained significance level ($p < 0.001$) is less than the significance level of the research ($\alpha = 0.05$). Hence, the main hypothesis of the research is confirmed and it means that changes in the management of relations rank cause changes in the CQ and progress to the positive side (Increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests (Table 17).

Table 17: The Relationship between the management of relations and CQ

	CQ	Management of relations
Kendall's tau_b CQ Correlation Coefficient	1.000	0.434*
Mutual Significance		<0.001
Numbers	88	88
Management of relations Correlation Coefficient	0.434*	1.000
Mutual Significance	<0.001	
Numbers	88	100
Spearman's Rho CQ Correlation Coefficient	1.000	0.450*
Mutual Significance		<0.001
Numbers	88	88
Management of relations Correlation Coefficient	0.450	1.000
Mutual Significance	<0.001	
Numbers	88	100

8. DISCUSSION

This study analyzed the relationship between EI and CQ with the citizenship behavior of employees in the Tourism Organizations. The components of EI, including self-awareness, self-management, social awareness, management of relations and components of CQ, including strategy, knowledge, motivation, and behavior have been identified that their relationship rank was determined with OCB by sportsmanship, civic behavior, conscientiousness and courtesy's components. We found that there is a positive correlation between EI and OCB because the existence of the EI's competence among the employees creates a pleasant emotional feeling to the organization and co-workers and also a sense of belonging, identity, and self-confidence in the people. As a result, they manage relations and behaviors with more motivation, satisfaction, commitment, and cooperation in the organization, and this issue will be the basis for the appearance of citizenship behaviors in the organization. The obtained results of the main hypothesis of research are consistent with the studies by Salami (2008). It was found that there is a significant positive correlation between

CQ and OCB. In the sense that CQ dimensions are related to any of the variables of adaptation, decision-making, cultural adaptation, functional performance, and organizational behavior, and in fact, CQ has been introduced as a predictive factor of these variables. In this way, both strategic and CQ knowledge dimensions of the individual impact on cultural judgment and decision making. Also, the dimensions of behavior and motivation of the CQ predict the level of cultural adaptation of the individual with new cultural situations. Finally, the strategic dimensions and CQ affect the performance of the individual's duties and their behavior in the organization and the similar works have been done on the effects of this intelligence on systems in the domestic researches such as Shetaban (2016), Heydari (2014) and Tolaby (2014). Further, there was a significant positive correlation between EI and CQ. The result of this research is parallel with the studies that emphasize to issues such as CQ which is stated for the ability of individuals to grow their own person through the continuation of better learning and understanding of cultural heritage, customs, various valuables and effective behavior with individuals who possess a cultural background and a different perception. The sub-H1 indicates that there is a positive correlation between self-awareness and OCB because people with high self-awareness are able to identify their emotions and proper understanding of the individual values and abilities and identifying their strengths and limitations of the individuals. This issue strengthens the emotional self-awareness, the accuracy in the self-assessment and self-confidence in such a way that these features enhance the appropriate communication methods with others, appropriate control of behavior, liking work, as well as the promotion of extra-role and citizenship behaviors in the organization level. Sub-hypothesis 2 proved that there is a positive correlation between self-management and OCB, because individuals with self-management ability can restrain emotions and destructive tensions; show their honesty, solidarity and loyalty to their co-workers, show more flexibility when the changes happening, take the responsibility for individual performance, try to improve and achieve the required standard, and gain full advantage of opportunities. Competencies such as self-control skills, loyalty, consistency, work conscientiousness, and initiative will lead to enhancing the ability of employees in their workplace and consequently showing the OCBs. Sub-hypothesis 3 indicated that there was a significant positive correlation between social awareness and OCB. The result can be explained by this fact that employees with high social awareness can understand the emotions and views of their co-workers, the emotional processes of the group and the relations of the power in the organization and identify the needs of others for giving service, thereby empathy, organizational vigilance and service-oriented will be very high in them. In this situation, in addition being aware of the benefits and advantages of the organization, the employees gain a strong commitment to promoting organizational efficiency and effectiveness. Sub-hypothesis 4 shows that there is a positive correlation between relationship management and OCB. Employees with high emotional qualities in working often have the ability to strengthen the ability of others through the feedback, guide their colleagues and motivate them, apply effective tactics to persuade others, overcome the disagreements, grow the effective and positive relationships, and work with individuals through common goals, thereby capabilities for developing others' abilities, leadership, communication, responsiveness to changes, conflict management, teamwork, and collaborative are very high in these employees. Sub-hypothesis 5 proved that there is not a significant correlation between OCB and strategy and this hypothesis is rejected in this section. This result suggests that the issue of the strategy is very weak for the organizational behavior in the

Tourism organization and even it is ineffective for strengthening this variable in this organization. Sub-hypothesis 6 indicates that there is a significant positive correlation between knowledge and OCB. This means that both variables increase simultaneously. Therefore, the main hypothesis of the research is confirmed and it means that changes in the level of knowledge lead to changes in OCB and it progresses to the positive side (increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests. Sub-hypothesis 7 proved that there is a significant positive correlation between motivation and OCB. It means that both variables increase simultaneously. Therefore, the main hypothesis of the research is confirmed, meaning that changes in motivation rank lead to changes in OCB, and it progresses to the positive side (increasingly), and it is confirmed with the positive coefficients Kendall and Spearman tests. The study of the sub-hypothesis 8 indicated there is a significant positive correlation between cultural (behavioral) intelligence and OCB. It means that changes in the level of cultural (behavioral) intelligence lead to changes in OCB and it progresses positively. It is confirmed with the positive coefficients Kendall and Spearman tests. Sub-hypothesis 9 indicated that there is a significant positive correlation between CQ and self-awareness. In the sense that changes in self-awareness lead to changes in CQ and progress to the positive side, and it is confirmed with the positive coefficients Kendall and Spearman tests. Sub-hypothesis 10 showed that there is a significant positive correlation between CQ and self-management. It means that changes in the self-management rank lead to changes in CQ and progress to the positive side, and it is confirmed with the positive coefficients Kendall and Spearman tests. Sub-hypothesis 11 proved that there is a significant positive correlation between CQ and social awareness. It means that changes in the level of social awareness cause changes in CQ and progresses to the positive side, as well as it is confirmed with the positive coefficients Kendall and Spearman tests. The study of the sub-hypothesis 12 indicates that there is a significant positive correlation between CQ and the management of relations. It means that changes in the relationship management rank lead to changes in CQ and progresses to the positive side. The main effect is among the three main components of EI and OCB that obtain the highest coefficient and the lowest coefficient is related to the CQ and OCB. Among the components of EI with OCB, one can point to the most effective factor in the management of relations, which its coefficient is 0.650 and the lowest factor is self-awareness with a coefficient of 0.195. This result is consistent with Golman research (2001) that indicated the management of relations is the ultimate outcome of EI, and it is a skill that based on three other skills in the EI model. In their studies, the use of management of relations compared to other skills has the greatest impact on enhancing the emotional commitment and ultimately showing citizenship behavior. Although management of relations is considered the most important aspect of EI for predicting citizenship behavior, only a few studies have been conducted so far, such as Moghadam and Farajian (2008) to prove or disprove this issue. Among the components of CQ with OCB, the factor of strategy can be considered as a rejected component, because of its negative coefficient and behavioral component can be identified as the most effective factor in relation to OCB. Among the conducted investigations about the relationship between components of EI and CQ, the most important component is the management of relations, and the weakest component possesses to self-knowledge.

9. CONCLUSION

Generally, it can be concluded by the main hypotheses of the research, that EI is very effective for OCB in comparison with CQ and CQ is the result of the EI and the management of relations impacts greatly on the OCB in addition to the formation of CQ in the Tourism Organization. In the sub hypothesis between the components of CQ and OCB, it was also found that the component of the CQ strategy is ineffective and irrelevant to appearance the OCB in the Tourism organization, therefore, this component can be generally canceled and the investment for strengthening this component can be removed. According to the organizational results of the research variables, it is necessary to develop a codified work program in the domestic tourism system. It is recommended in accordance with this program, a standard job promotion system and an appropriate promotion system based on the principles of mental, emotional and cultural competence are regulated, developed and implemented by considering the efficiency in the work and OCBs in all tourism organizations. It is worthy that the conceptual foundations, functions of emotional and CQ be taught to employees by a comprehensive form throughout the group meetings, workshops, and tourism websites. In this regard, the emotional and cultural competencies should be emphasized in order to increase the extra-role behaviors and facilitate the operation of the citizenship system in the organization. With a specific and systematic program, the management of practical tourism departments can use the emotional and cultural capabilities and competencies of the employees in order to tourism activities, such as marketing strategy, attracting, maintaining, and promoting customers, as well as creating an emotional tourism brand in the minds of customers. Since, according to many experts, the emotional and CQ of individuals is not constant and a part of it is adventitious, as a result, it can be improved through the training employees. In this regard, holding courses and workshops for training the emotional and CQ will be useful for empowering employees and competitive advantage for tourism and also these workshops can improve the personal and social capabilities of the staff along with presentation of practical examples and native contents that are in harmony with the culture of any country and any organization. Holding business seminars in relation to emotional control, cultural communication, training empathy, and listening skills are efficiency and also the assessment of others' feelings, job efficiency and effectiveness, individual and organizational goals and functions, moral behaviors, team working... are important. Firstly, these skills can strengthen the morale of the staff, and renew motivation for playing the role effectively, secondly, the mentioned skills can reduce harmful laxation in the work and increases job satisfaction, and ultimately improve ethical and citizenship patterns among the organization's human resources.

10. AVAILABILITY OF DATA AND MATERIAL

Information used and generated from this work is available by contacting the corresponding author.

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