The Evaluation of the Relationship between EQ Factors of Employees and Anti-Citizenship Organizational Behavior

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Abstract
The aim of this research is to evaluate the relationship between EQ factors of employees and 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 that 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 was used. To counter anti-citizenship organizational behavior questionnaire was used according to Gholipour and PourEzzat. Structural equation modeling was used to analyze the data and was conducted by using LISREL software. The results show that there is a meaningful and negative relationship between EQ factors of employees and anti-organizational citizenship behavior and components of social awareness and social skills have the greatest impact on the anti-citizenship organizational behavior.

Keywords: Emotional intelligence, anti-citizenship organizational behavior, self-awareness, self-management, social awareness, social skill

Introduction
The largest and main most capital of each organization, especially a knowledge centered organization, is its human capital which affects other capitalizations of that organization (Bolino, Turnley and Bloodgood 2002; Yoon and Suh, 2003).

Yet sometimes the human resource is not only considered as a capital for the organization but it also shows some behaviors which impose high costs on the organization (Jelinek and Ahearn, 2006).

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, customer’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 customers 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 should 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 is 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 does not know about his EQ, he cannot manage himself and if his emotions are not controlled, his communication ability will face problems (Golman, 2006).

Thus, 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 EQ factors of employees and 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 should 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 EQ 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:

- **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.
- **Self-management**: the ability to control and manage emotions and feelings, calm down in crisis and stress, and express internal spirit. 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.
- **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.

- 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 belong to social skills and consider the ability of people in communication with others (Balouch, 2010).

**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 into 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 Behavior in organizations and public institutions have irrecoverable effects 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 cannot do their responsibility well: in return, organizational citizenship behaviors improve the organizational functionality and put 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). The concepts that are used as the dimensions of Anti-Citizenship Behaviors in this research including some concepts such as stubbornness and willfulness, shirking, malice, and aggression.

- 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.

- Resistance to Authority: unlike stubbornness and willfulness which are expressed obviously, this dimension of anti-citizenship behavior 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.

- Evading from work: it is the behavior which has the intention 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.

- 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.

- 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 Saeidi Nejhad, 2007).

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” conducted by Zahra Eftekhar Saadi, the results show that training EQ reduced aggression in female students.

In a thesis 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” done by Fatemeh Shoorji (2013), the results showed that EQ training is effective on reduction of aggression.

In a thesis entitling “Evaluating the Relation between EQ and Aggression of Football Players” by Samira Saleh Ardestani (2010), data analysis showed that there is a meaningful negative relationship between aggression amount and EQ.

In a thesis entitled as “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 in reducing aggression.

In another thesis entitled as “The Effects of Self-awareness Skills on Reduction of Parent-Teenager Conflicts on Female Students” by Vahide Baseri Bagh Siyah (2012), the data analysis showed that participating in EQ classes reduces physical and speaking aggression of students and reduces their conflicts with parents.

In a study conducted by Yousefpour, Mousavi, Gol Mohammadi and Mehranfar (2011) entitled as “Training of Self-Awareness Skill on Reduction of Anger Controlling in First Year of High school Students”, the results showed that training of self-awareness skill has positive effects on increasing self-confidence and EQ controlling in students.

**Research Hypothesis**

**Main hypothesis**

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

**Secondary hypothesis**

First secondary hypothesis: there is a negative meaningful relation between self-awareness and anti-citizenship organizational behavior.
Second secondary hypothesis: there is a negative meaningful relation between self-management and anti-citizenship organizational behavior.

Third secondary hypothesis: there is a negative and meaningful relationship between social awareness and anti-citizenship organizational behavior.

Fourth secondary hypothesis: there is a negative and meaningful relationship between social skill and anti-citizenship organizational behavior.

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

Research Method

The research method is descriptive-correlation and its aim is applied and data are gathered via survey. This research is done in 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 by using random sampling method.

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 and it evaluates 4 factors of EQ in the respondents. These factors are self-awareness, self-management, social awareness and social skill. The answers are never, rarely, sometimes, usually and always. The second section of the questionnaire is according to anti-citizenship organizational behavior of Gholipour and PourEzzat views with 0.87% reliability capabilities. This section includes 24 questions. 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 was evaluated and its Cranach coefficient was calculated and mentioned in Table (1).

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

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach's alpha coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Awareness</td>
<td>0/80</td>
</tr>
<tr>
<td>Self-Management</td>
<td>0/88</td>
</tr>
<tr>
<td>Social Awareness</td>
<td>0/75</td>
</tr>
<tr>
<td>Social Skill</td>
<td>0/85</td>
</tr>
<tr>
<td>Eq</td>
<td>0/94</td>
</tr>
<tr>
<td>Damage To Colleagues</td>
<td>0/87</td>
</tr>
<tr>
<td>Malice</td>
<td>0/91</td>
</tr>
<tr>
<td>Aggression</td>
<td>0/87</td>
</tr>
<tr>
<td>Self-Centered Actions</td>
<td>0/93</td>
</tr>
<tr>
<td>Anti-Citizenship Organizational Behavior</td>
<td>0/96</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 samples are women (62.3%) and totally most of the answerers were by married (53.4%) and most of them had BA degree (58.1%).

Descriptive factors of research variables were used in order to evaluate the relationships between variables 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 years old 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>21%</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>

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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 that are provided in table (7).

Table 7: Pearson correlation matrix of EQ dimensions with Anti-citizenship Organizational Behavior

<table>
<thead>
<tr>
<th>Anti-Citizenship Organizational Behavior</th>
<th>Social Skill</th>
<th>Social Awareness</th>
<th>Self-Management</th>
<th>Self-Awareness</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>0.51-</strong></td>
<td><strong>0.51-</strong></td>
<td><strong>0.44-</strong></td>
<td><strong>0.35-</strong></td>
<td>Anti-Citizenship Organizational Behavior</td>
<td></td>
</tr>
<tr>
<td>73.07</td>
<td>22.53</td>
<td>13.76</td>
<td>26.51</td>
<td>19.07</td>
<td><strong>p&lt;0.01</strong></td>
</tr>
<tr>
<td>20.30</td>
<td>6.29</td>
<td>3.96</td>
<td>7.04</td>
<td>4.53</td>
<td><strong>p&lt;0.05</strong></td>
</tr>
</tbody>
</table>

As it is shown in table (7), correlation coefficient of self-awareness (-0.35), self-management (-0.44), social awareness (-0.51) and social skill (-0.51) is in a negative meaningful level (0.01) with anti-citizenship organizational behavior.

Figure 2 shows the examined model for evaluation of main hypothesis. As it is shown, EQ has a negative and meaningful effect on anti-citizenship organizational behavior.

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

Table 8: The estimation of standardized coefficients and explained variance of pattern

<table>
<thead>
<tr>
<th>Explained variance</th>
<th>Direct effect</th>
<th>Path</th>
</tr>
</thead>
<tbody>
<tr>
<td>34%</td>
<td>-0.58*</td>
<td>On anti-citizenship organizational behaviors by EQ</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.

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

<table>
<thead>
<tr>
<th>NNFI</th>
<th>CFI</th>
<th>AGFI</th>
<th>GFI</th>
<th>RMSEA</th>
<th>df/χ²</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.99</td>
<td>1</td>
<td>0.94</td>
<td>0.97</td>
<td>0.047</td>
<td>1.41</td>
</tr>
</tbody>
</table>

According to table (9) ratio of χ² to independence degree (χ₂/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 evaluation of effects of EQ factors on anti-citizenship organizational behavior. As it is shown, all the paths are negative and meaningful. Social awareness and social skill dimension have the most effects on anti-citizenship organizational behavior.

Figure 3: Pattern of EQ dimensions on anti-citizenship organizational behavior

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Table 10: Estimating the 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>53%</td>
<td>-0.22**</td>
<td>On anti-citizenship organizational behavior from self-awareness</td>
</tr>
<tr>
<td>53%</td>
<td>-0.37**</td>
<td>self-management</td>
</tr>
<tr>
<td>53%</td>
<td>-0.43**</td>
<td>social awareness</td>
</tr>
<tr>
<td>53%</td>
<td>-0.40**</td>
<td>social skill</td>
</tr>
</tbody>
</table>

**p<0.01

As it is shown in table (10) the coefficient of EQ factors on anti-citizenship organizational behavior is negative and meaningful and these variables explain 53% of the anti-citizenship organizational behavior variance.

In table (11) model fit indices are provided.

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

<table>
<thead>
<tr>
<th>NNFI</th>
<th>CFI</th>
<th>AGFI</th>
<th>GFI</th>
<th>RMSEA</th>
<th>df/2χ2</th>
</tr>
</thead>
<tbody>
<tr>
<td>0/96</td>
<td>0/99</td>
<td>0.91</td>
<td>0.94</td>
<td>0.058</td>
<td>1.64</td>
</tr>
</tbody>
</table>

According to table (11), ratio of χ2 to independence degree (χ2/df=1.64), goodness of fit index (GFI=0.94), adjusted goodness of fit index (AGFI=0.91) and root mean square error of approximation (RMSEA=0.058) are in a good level. Therefore, fitness of fit pattern is in a proper level.

Research Hypothesis Testing

There is a negative meaningful relationship between self-awareness and anti-citizenship organizational behavior.

The results of structural equations showed that the effect of self-awareness on anti-citizenship organizational behavior (β=-0.22) is meaningful and negative in 0.01 level.

There is a negative meaningful relation between self-management and anti-citizenship organizational behavior.

The results of structural equations showed that the effect of self-management on anti-citizenship organizational behavior (β=-0.27) is meaningful and negative in 0.01 level.

There is a negative and meaningful relationship between social awareness and anti-citizenship organizational behavior.

The results of structural equations showed that the effect of social awareness on anti-citizenship organizational behavior (β=-0.43) is meaningful and negative in 0.01 level.

There is a negative and meaningful relationship between social skill and anti-citizenship organizational behavior.

The results of structural equations showed that the effect of social skill on anti-citizenship organizational behavior (β=-0.40) is meaningful and negative in 0.01 level.

Conclusion

This research aimed at evaluating the relationship between EQ factors and anti-citizenship organizational behavior of municipality employees in region 5 of Teheran. The Golman’s EQ concept and factors (self-awareness, self-management, social awareness, and social skill) are used in the study. This research examined one main and four alternative hypotheses and all of them were confirmed and there was a negative and meaningful correlation in all of these hypotheses.
The results for the first and main hypothesis showed that there was a negative meaningful relation between EQ and anti-citizenship organizational behavior: that is, less anti-citizenship organizational behavior was viewed in the employees with more EQ and vice versa.

The results for the first and main hypothesis showed that there was a negative meaningful relationship between self-awareness and anti-citizenship organizational behavior: that is, less anti-citizenship organizational behavior was viewed in the employees with more self-awareness and vice versa. Two same researches are mentioned here: the research results of Mehrvarzidak which showed that training self-awareness can be considered as a primary method in increasing self-confidence and EQ controlling and also the research of Latifian and Saif which showed that self-awareness trainings can reduce communicational problems.

Therefore, according to the results of the main hypothesis, it can be concluded that self-awareness training can reduce anti-citizenship organizational behavior.

By having self-awareness skills, the individual can recognize his weaknesses and strengths and communicate with others better and can have a better relationship with them. He can express his emotions and feelings, solve his problems, make good decisions and manage himself at the time of anger or sadness in order not to harm him and others.

The research results about the second hypothesis showed that there was a negative meaningful relation between self-management and anti-citizenship organizational behavior: that is, less anti-citizenship organizational behavior was viewed in the employees with more self-management and vice versa.

Therefore, according to the second alternative hypothesis, it can be said that self-management training can reduce anti-citizenship organizational behavior.

Self-management is a skill in which individuals used different mental and behavioral strategies to affect themselves and control their behaviors. Self-management is a self-proper leadership which fits the environment and self-satisfaction. In self-management people evaluate their own behaviors and actions and try to change and correct them according to their own targets and improve the quality of their activities and behaviors.

The research results about the third hypothesis showed that there was a negative meaningful relationship between social awareness and anti-citizenship organizational behavior: that is, less anti-citizenship organizational behavior was viewed in the employees with more social awareness and vice versa.

Therefore, according to the third alternative hypothesis it can be said that social awareness training can reduce anti-citizenship organizational behavior.

Social awareness means to understand feelings and emotions of others and using suitable method and actions for reacting to people.

This factor is connected to responsibility for others. Because the more others are important for us, the more we try to show responsibility to them and a proper reaction needs sympathy.

This factor is necessary for the people who encounter many customers. Many of the EQ experts believe that the main sign of social awareness is being sympatric. Recognizing sympathy is easiest among other EQ factors. All of us can feel other’s sympathy easily.

Sympathy doesn’t mean that I am good as you are. It does not mean to confirm all the feelings of others. It means to think about their emotions.

The research results about the forth hypothesis showed that there was a negative meaningful relation between social skills and anti-citizenship organizational behavior. Namely, less anti-citizenship organizational behavior was viewed in the employees with more social skills and vice versa.
People who develop their emotional skills are more satisfied with their private and professional life. They are more flexible in reacting to tense motivations and are less affected by the tension. They have voluntary behavior rather than passive one, flexibility rather than resistance to changes, positive relationships rather than aggressive or passive behavior, optimism rather than pessimism and positive activities rather than passive ones.

Therefore, EQ can be considered as one of the most important affective factors on the anti-citizenship organizational behavior. According to the results of this research it can be mentioned that empowering EQ among employees can reduce anti-citizenship organizational behavior.

EQ can be placed in the priority tasks to train employees. According to the results of this research and holding EQ, social skills and social awareness training courses can reduce anti-citizenship organizational behavior.

Researchers can examine the EQs of employees before and after these courses and also evaluate other effective factors on the anti-citizenship organizational behavior.

Reference


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