The Relationship between Organizational Citizenship Behavior and Emotional Intelligence, and Employee’s Service Quality in Tosseh Farda Brokerage Firm

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ABSTRACT
The aim of the present study has been to study the relationship between organizational citizenship behavior and emotional intelligence, and employees’ service quality in Tosseh Farda Brokerage Firm. The research methodology has been applied and descriptive-correlational in terms of purpose and data collection respectively. In this study, the statistical population included 120 employees and an unlimited number of clients, out of which 91 employees and 384 clients were selected as the sample size through simple random sampling and Cochran’s formula. In order to collect data, three standard questionnaires of Organ’s (1988) organizational behavior, Goleman’s (2001) emotional intelligence and Servqual’s (1985) service quality were used. In order to measure the reliability of the questionnaires, Cronbach’s alpha was adopted; and the obtained value was above 0.7 for each one of the questionnaires. In order to measure the validity, content-related validity was adopted; for this purpose, the questionnaires were approved of by the related experts. Analysis of the data obtained from the questionnaires was carried out by using SPSS software in two descriptive (mean, frequency distribution, percentage distribution, variance, standard deviation and diagram) and inferential (Kolmogorov–Smirnov test, Pearson’s correlation coefficient) sections. The findings indicated that there is a positive and significant relationship between organizational citizenship behavior and emotional intelligence, and employees’ service quality in Tosseh Farda Brokerage Firm.

INTRODUCTION
Today, humans have stepped in a new unprecedented era in their lives, an era in which the world is rapidly changing, and with the increasing development of human, the relationship between governments and the nations is continuously changing and being redefined. In the meantime, organizations as the executive arm of the governments play a major role in the relationship between nations and governments, and the organizations’ employees are actually the main actors in the organizations. Citizens as the individuals who constitute different human societies, and even though in the not-too-distant past, they were neglected and badly-treated by the rulers and administrators, today, they are taken into account by those who want to play a role in any way in humans’ lives. The powerful need citizens’ votes for their legitimacy; businessmen, tradesmen, industrialists, writers, journalists and generally all the producers present on the life stage of humans are required to pay attention to citizens’ mental concerns and demands of the citizens. Studying the behaviors of the individuals in workplaces has been considered by the scholars of management sciences from a long time ago and with the emergence of the field of organizational behavior in early 60s, this subject was addressed more seriously. Many conducted studies have been trying to categorize the behaviors and their causes. Subject matters such as perception, motivation, job attitudes and organizational commitment etc. are among the cases which examine the root of many human behaviors in the workplace. However, the subject matter which has arisen during the past two decades and has drawn the attention of psychologists and sociologists in addition to behaviourists is organizational citizenship behavior [21]. On one hand, the goal of all the organizations is the excellence of service quality, in such a way that providing quality service is considered one of the important challenges of the
present century in service organizations. Organizations’ managers try to develop the culture and idea of customer-orientation in their organizations, and pave the way for achieving organizational performance excellence through focusing on customer needs and appropriate response to their demands, in addition to gaining competitive advantage [22].

In order to attain excellence in service quality, along with citizenship behavior, emotional intelligence can play an effective role as well. Emotional intelligence plays a prominent role in having a desirable performance compared to other capabilities such as cognitive intelligence or technical skills; therefore, by nurturing and developing emotional intelligence and its capabilities, both the organization and the employees enjoy its advantages. The studies show that the importance of emotional intelligence is increasing in order to strengthen the position of the organizations. Through intelligence quotient, the appropriate job for an individual can be predicted. While, through emotional intelligence, progress, failure or idleness of the employees can be predicted. At the levels of leadership and high management of the organization, 85% of the capabilities for achieving success depend on emotional intelligence rather than other technical and cognitive abilities. For this reason, an individual lacking emotional intelligence cannot become a prominent and successful organizational leader, even though he/she completes the best training courses in the world. Brokers with high emotional intelligence who work in the area of providing services, earn two times more than their partners who have a lower emotional intelligence on average, i.e. they attract double customers [5].

On the other hand, understanding the concept of service quality and making attempt to improve it leads to providing quality services, and on one hand, by increasing the quality of services, increased customer satisfaction can be expected. According to the definition of Parasuraman et al. [26], service quality is the customer’s judgement (attitude) and is defined as the difference between customer’s expectations of what the corporation should offer and the performance of the service received. So that service quality can be defined based on the customer satisfaction as the difference existing between customer expectations or demands and his/her understanding of the real performance of service. Service quality is also defined as the customer’s all out judgment about the higher nature of services compared to similar services with its prominent advantages [35].

Now organizations know that providing customers with quality services is essential for success, and is the key to survival in today competitive environment. Therefore, providing quality services is among the basic goals of the organizations and corporations.

One of the most important developments occurred during the last decade of the 20th century in the area of performance improvement was the subject of recognition of measuring customer satisfaction as one of the main elements and requirements of management systems in business firms and enterprises [38]. Parasuraman et al., in their studies on Servqual’s model, after reviewing and sifting service quality criteria, summarized the criteria into five dimensions of empathy, assurance, responsiveness, reliability and tangibles. In this regard, short definitions of the components of service quality are as follows:

Empathy: it is the understanding of needs and special demands of the customers, individualized attention to them, and knowing regular customers. Assurance: it is the extent to which the services are believed in. Organization’s reputation and credibility, and front office staff behavior contribute to the assurance. Responsiveness: it is the ability to deal with complaints and to upgrade services in an effective manner. Reliability: the ability to provide the promised service dependably and accurately. Tangibles: it is the appearance of physical facilities, equipment, personnel and communication materials. The tangibles are of high importance in service with high contact [16].

Unlike in the past when most researchers paid attention to employees’ in-role performance for increasing organization’s efficiency, today, researchers give high importance to the impact of extra-role performance on efficiency. Extra-role behaviors refer to job behavior beyond the formal roles in the organization which are voluntarily and are not included in the organization’s formal rewarding system [25]. One of the extra-role behaviors is the organizational citizenship behavior which has drawn the attention of researchers and managers of the organization to itself as one of the organizational effectiveness factors [9]. Organ has defined organizational behaviors as those behaviors which are not among the formal duties of the organization but affect the performance of the organization. From among these behaviors, we can point out behaviors such as avoiding unnecessary conflicts, helping colleagues in the workplace, tolerating the conditions imposed on the organization and involvement in organizational activities. The dimensions which have drawn the most attention are related to dimensions of Organ including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue [25].

A short definition of the components of organizational citizenship behavior is as follows. Altruism: it refers to the helping behaviors of the individuals in a fully voluntary manner aimed to help the colleagues. Conscientiousness: it is the work done and attempts made beyond the formal requirements of the organization. Sportsmanship: it refers to the patience against adverse situations without complaining and dissatisfaction. Courtesy: it shows how the individuals behave towards colleague, supervisors and the clients of the organization. Civic virtue: it is the active and responsible participation of the individual in the line of duty, and generally, high sensitivity to organization’s survival and things improving the organization’s image [6].
Altogether, it seems that good citizens enable the organizations to improve the capabilities of the colleagues and managers through planning and scheduling, and move towards the organization’s effectiveness [24]. Field studies show that organizational citizenship behavior increases the effectiveness of organizations and corporations, because it releases the resources for achieving generative goals, assists in coordination of activities in the organization and enables the employees to adapt more to the environmental changes [27].

Stew et al. [32] acknowledged that there is two major reasons why individuals with high emotional intelligence tend more to exhibit citizenship behavior. These reasons are as follows: exhibition of citizenship behavior creates a good feeling in the individual, which causes the individual to be left with a positive feeling. Individuals with positive mood are often social and active, and these activities raise their positive emotional feeling, and the desire to help is probably increased in them. Goleman, by studying 600 managers, who is an expert in organizational and MA students’ issues, introduced his model in the form of four following elements.

Self-awareness: can the manager correctly identify his/her feeling whenever they are aroused? Such as emotional self-awareness, correct self-awareness, self-confidence. Self-management: can the manager guide his/her feelings towards positive outcomes? Such as emotional self-control, deontology of consciousness, compatibility, achievement motivation, initiative. Social awareness: can the manager correctly identify others’ feeling at the time of confrontation with others or during working with them? It is materialized as empathy, service-orientation and organizational citizenship. Relationship management (social skills): can the manager effectively and constructively manage his/her relationships with others and guide them towards positive outcome? Such as training others, influence, communications, conflict management, illustration, change analysis, collaboration and team work.

Altogether, individuals who are intelligent in terms of emotional intelligence are optimist and possess a trait which enables them to focus on the solution rather than the cause. Since working in any organization has its own problems and may lead to frustration, individuals with high emotional intelligence know that the organization is not responsible for their displeasing feelings. These individuals are able to control negative feelings which lead to destructive outcomes, when they have a positive feeling, so the truly know how to avoid inefficient feelings and how to step towards reducing them [13].

Some of the studies conducted inside and outside Iran on organizational citizenship behavior, emotional intelligence, and service quality are presented as follows.

Arpaci and Korkmaz found that emotional intelligence has a positive relationship with three dimensions of organizational citizenship behavior. These three dimensions are conscientiousness, civic virtue and altruism. Choi [11] also found that if the employees understand the organizational justice, their organizational reactions (organizational commitment and organizational citizenship behavior) will be positive. Walumbwa et al. [36] studied the relationship between perception of procedural justice and organizational citizenship behavior. Research finding indicated that perception of procedural justice affects organizational citizenship behavior. Don Chrusciel [12] recommends using emotional intelligence as a tool for evaluation of the way employees’ performance improves and increase of productivity and development of more effective strategic human resources in order to address organizational change. Amy Wang [39] addresses the importance of emotional intelligence in service quality from a different standpoint. She empirically addressed the role of emotional satisfaction in service issues and studied the relationship between emotional satisfaction and key concepts of including service quality, customer loyalty and quality of relationships. Her study results indicated that service quality has a direct relationship with emotional satisfaction and a service organization should strategically emphasize important factors such as customer loyalty and quality of relationships in order to maintain customers and long-term profitability [1].

Shirazi, Khodaverdian and Naeemi [29] stated in their study that there is a positive and direct between transactional leadership behavior and organizational justice, and organizational citizenship behavior. Besides, trust has a direct and positive relationship with organizational citizenship behavior. Nejat et al. (2009) found that job satisfaction and employees; trust in managers has a significant relationship with organizational citizenship behavior. Besides, organizational citizenship behavior has a positive relationship with service quality perceived by the customer. Hadizadeh Moghadam and Farajian [18] found that from among the dimensions of emotional intelligence, self-management and management of relationships, which affect emotional commitment based on the presented path analysis, have a positive and significant impact on organizational citizenship behavior. However, the impact of other dimensions of emotional intelligence including self-awareness and social awareness on citizenship behavior through emotional commitment was not confirmed.

Eventually, it can be said that employees with high emotional intelligence and citizenship behavior can experience a high level of job satisfaction because of using their ability for evaluation and management of their emotions. This skill in group settings where employees with high emotional intelligence and citizenship behavior can make use of their skill for creating and developing positive reaction, and given the importance of the role of service quality in organizations and corporations, services distinctive from what rivals provide should be considered which is possible given the recognition of these variables [33]. Since Tosseh Farda Brokerage Firm has put the task of providing services for the clients on its agenda and since job satisfaction has always
been among the strategies for survival and success of the corporation, it makes attempt to accomplish its mission in the best manner and eventually, achieve its goal which is customer satisfaction and benefit, by studying different factors including organizational citizenship behavior, emotional intelligence and service quality and by reinforcing its workforce. Therefore, in the present study, the researcher seeks to answer the question whether there is a significant relationship between organizational citizenship behavior and emotional intelligence, and service quality in Tosseh Farda Brokerage Firm.

Given the above question and by making use of previous studies, the following research hypotheses are formulated:

1. There is a significant relationship between organizational citizenship behavior and emotional intelligence, and service quality in Tosseh Farda Brokerage Firm.
2. There is a significant relationship between altruism and service quality in Tosseh Farda Brokerage Firm.
3. There is a significant relationship between conscientiousness and service quality in Tosseh Farda Brokerage Firm.
4. There is a significant relationship between sportsmanship and service quality in Tosseh Farda Brokerage Firm.
5. There is a significant relationship between courtesy and service quality in Tosseh Farda Brokerage Firm.
6. There is a significant relationship between civic virtue and service quality in Tosseh Farda Brokerage Firm.
7. There is a significant relationship between self-awareness and service quality in Tosseh Farda Brokerage Firm.
8. There is a significant relationship between self-management and service quality in Tosseh Farda Brokerage Firm.
9. There is a significant relationship between social awareness and service quality in Tosseh Farda Brokerage Firm.
10. There is a significant relationship between relationship management and service quality in Tosseh Farda Brokerage Firm.

Finally, the conceptual model of the study is presented in figure 1.

**Fig. 1: Conceptual model of the study [25,17,26].**

**Research Methodology:**

The research methodology of the present study has been applied and descriptive-correlational in terms of purpose and data collection respectively. Statistical population of the study included 120 employees and an unlimited number of clients of Tosseh Farda Brokerage Firm. So 91 employees and 384 clients were selected as the sample size through simple random sampling and Cochran’s formula. In order to collect data, three standard questionnaires of Organ’s [25] organizational behavior, Goleman’s [17] emotional intelligence and Servqual’s service quality were used; and the related indices are indicated in table 1. Besides, in order to measure the reliability of the questionnaires, Cronbach’s alpha was adopted; the alpha value obtained from the study constructs presented in table 1 shows that the reliability of the research instrument is acceptable. 5-point Likert scale has been adopted in order to complete the questionnaires. The questionnaires of the study were distributed among a group of employees and clients of Tosseh Farda Brokerage Firm and the data obtained after collecting them was analyzed through descriptive (mean, frequency distribution, percentage frequency, variance, standard deviation and diagram) and inferential (Kolmogorov–Smirnov test, Pearson’s correlation coefficient) statistics.

**Findings:**

First, in order to examine the normality of data distribution, Kolmogorov–Smirnov test has been adopted; the results of which are presented in table 2.
Table 1: Study constructs, dimensions and items.

<table>
<thead>
<tr>
<th>Alpha value</th>
<th>Number of questions</th>
<th>Dimensions of variables</th>
<th>Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.92</td>
<td>21</td>
<td>Altruism Conscientiousness Sportsmanship Courtesy Civic virtue</td>
<td>Organizational behavior</td>
</tr>
<tr>
<td>0.89</td>
<td>16</td>
<td>Self-awareness Self-management Social awareness Relationship management</td>
<td>Emotional intelligence</td>
</tr>
<tr>
<td>0.91</td>
<td>28</td>
<td>Empathy Assurance Responsiveness Reliability Tangibles</td>
<td>Service quality</td>
</tr>
</tbody>
</table>

Table 2: Results of Kolmogorov–Smirnov test for the variables.

<table>
<thead>
<tr>
<th>Result (normality of non-normality of distribution)</th>
<th>Significance level</th>
<th>Statistic value (k-s)</th>
<th>Number (n)</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal</td>
<td>0.0516</td>
<td>0.772</td>
<td>91</td>
<td>Altruism</td>
</tr>
<tr>
<td>Normal</td>
<td>0.1001</td>
<td>0.620</td>
<td>91</td>
<td>Sportsmanship</td>
</tr>
<tr>
<td>Normal</td>
<td>0.0745</td>
<td>0.912</td>
<td>91</td>
<td>Civic virtue</td>
</tr>
<tr>
<td>Normal</td>
<td>0.1823</td>
<td>0.782</td>
<td>91</td>
<td>Conscientiousness</td>
</tr>
<tr>
<td>Normal</td>
<td>0.1067</td>
<td>0.825</td>
<td>91</td>
<td>Courtesy</td>
</tr>
<tr>
<td>Normal</td>
<td>0.0983</td>
<td>0.765</td>
<td>91</td>
<td>Self-awareness</td>
</tr>
<tr>
<td>Normal</td>
<td>0.1121</td>
<td>0.883</td>
<td>91</td>
<td>Self-management</td>
</tr>
<tr>
<td>Normal</td>
<td>0.0987</td>
<td>0.741</td>
<td>91</td>
<td>Social awareness</td>
</tr>
<tr>
<td>Normal</td>
<td>0.1280</td>
<td>0.876</td>
<td>91</td>
<td>Relationship management</td>
</tr>
<tr>
<td>Normal</td>
<td>0.1421</td>
<td>0.793</td>
<td>384</td>
<td>Tangibles</td>
</tr>
<tr>
<td>Normal</td>
<td>0.1167</td>
<td>0.874</td>
<td>384</td>
<td>Reliability</td>
</tr>
<tr>
<td>Normal</td>
<td>0.0728</td>
<td>0.786</td>
<td>384</td>
<td>Responsiveness</td>
</tr>
<tr>
<td>Normal</td>
<td>0.0991</td>
<td>0.985</td>
<td>384</td>
<td>Assurance</td>
</tr>
<tr>
<td>Normal</td>
<td>0.0681</td>
<td>0.780</td>
<td>384</td>
<td>Empathy</td>
</tr>
</tbody>
</table>

Since the significance level is above 0.5 for all the variables, it is concluded that the data collected for the questionnaires shows a normal distribution. Therefore, Pearson’s correlation can be adopted in order to determine the correlation, and the significance level is considered to be below 0.05.

Hypotheses Testing:
Main hypothesis:
There is significant relationship between organizational citizenship behavior and emotional intelligence, and service quality in Tosseh Farda Brokerage Firm.

In this regard, the results related to Pearson's correlation coefficient significance test are presented in table 3.

Table 3: Results of Pearson's correlation coefficient significance test.

<table>
<thead>
<tr>
<th>Emotional intelligence</th>
<th>Service quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significance level</td>
<td>Correlation coefficient</td>
</tr>
<tr>
<td>0.03</td>
<td>0.726</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Organizational citizenship behavior

Emotional intelligence

Since the significance level for the relationship of the three variables is below the error level, i.e. $\alpha=0.05$, it can be concluded with 95% confidence that there is a significant relationship between the three variables under study in Tosseh Farda Brokerage Firm. Then, in order to examine the relationship between components of organizational citizenship behavior and components of emotional intelligence, and service quality, Pearson’s correlation has been adopted; and the related results are presented in table 4.

Since the significance level of relationship of the two predictor variables (organizational citizenship behavior and emotional intelligence) and the criterion variable of service quality is below error level, i.e. $\alpha=0.05$, it can be concluded with 95% confidence that there is a significant relationship between the components of organizational citizenship behavior (altruism, conscientiousness, sportsmanship, courtesy and civic virtue) and service quality as well as between the components of emotional intelligence (self-awareness, self-management, social awareness and relationship management) and service quality in Tosseh Farda Brokerage Firm. The value of Pearson’s correlation coefficient of the components presented in table 4 indicates that there is a strong correlation between the components of organizational citizenship behavior and service quality as well as between the components of emotional intelligence and service quality.
The dimensions of emotional intelligence, self-existence of an organizational citizenship behavior as the independent variable and organizational justice at a high level, counterproductive work behavior will be at the lowest level. Aslam and Sadgat studied the relationship between organizational justice and organizational citizenship behavior among the university staff in Panjab. The results indicated that there is significant and positive relationship between organizational justice and organizational citizenship behavior.

Table 4: Results of Pearson’s correlation coefficient significance test between components of organizational citizenship behavior and emotional intelligence, and service quality.

| Hypothesis result | Significance level | Correlation coefficient | Component  
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Confirmed</td>
<td>0.02</td>
<td>0.762</td>
<td>Altruism</td>
</tr>
<tr>
<td>Confirmed</td>
<td>0.01</td>
<td>0.814</td>
<td>Conscientiousness</td>
</tr>
<tr>
<td>Confirmed</td>
<td>0.03</td>
<td>0.664</td>
<td>Sportsmanship</td>
</tr>
<tr>
<td>Confirmed</td>
<td>0.00</td>
<td>0.723</td>
<td>Courtesy</td>
</tr>
<tr>
<td>Confirmed</td>
<td>0.01</td>
<td>0.710</td>
<td>Civic virtue</td>
</tr>
<tr>
<td>Confirmed</td>
<td>0.01</td>
<td>0.676</td>
<td>Self-awareness</td>
</tr>
<tr>
<td>Confirmed</td>
<td>0.01</td>
<td>0.825</td>
<td>Self-management</td>
</tr>
<tr>
<td>Confirmed</td>
<td>0.04</td>
<td>0.773</td>
<td>Social awareness</td>
</tr>
<tr>
<td>Confirmed</td>
<td>0.00</td>
<td>0.672</td>
<td>Relationship management</td>
</tr>
</tbody>
</table>

Today, humans have stepped in a new unprecedented era in their lives, an era in which the world is rapidly changing, and with the increasing development of human, the relationship between governments and the nations is continuously changing and being redefined. In the meantime, organizations as the executive arm of the governments play a major role in the relationship between nations and governments, and the organizations’ employees are actually the main actors in the organizations. On one hand, the goal of all the organizations is the excellence of service quality, in such a way that providing quality service is considered one of the important challenges of the present century in service organizations. Organizations’ managers try to develop the culture and idea of customer-orientation in their organizations, and pave the way for achieving organizational performance excellence through focusing on customer needs and appropriate response to their demands, in addition to gaining competitive advantage [22]. Therefore, this study, given the importance of the subject, examines the role of organizational citizenship behavior and emotional intelligence in increasing service quality in Tosseh Farda Brokerage Firm; and the following conclusions are drawn based on the research hypotheses.

The main hypothesis indicated that there is a significant relationship between organizational citizenship behavior and emotional intelligence, and service quality in Tosseh Farda Brokerage Firm. In this regard, Nejat et al. studied the relationship between organizational citizenship behavior as the independent variable and customer’s perception of service quality as the dependent variable as well as between the employees’ satisfaction and trust as the independent variable and organizational citizenship behavior as the dependent variable and concluded that employees’ job satisfaction and trust in managers has a significant relationship with organizational citizenship behavior, and organizational citizenship behavior has a positive relationship with service quality perceived by the customer. Besides, in another study which was conducted on a sample size of 57 industry managers, the results indicated that emotional intelligence has a significant relationship with three dimensions of organizational citizenship behavior; these three dimensions are conscientiousness, civic virtue and altruism. Abu Elanain [2] studied the relationship between personality and organizational citizenship behavior among 164 employees of service sector; the results related to this study showed that conscientiousness and mental stability are very effective factors in organizational citizenship behavior, in such a way that the more the degree of conscientiousness and mental stability of the employees increases, the more organizational citizenship behavior is exhibited by the employees. Finally, Hadizadeh Moghadam and Farajian [18] studied the impact of emotional intelligence on organizational citizenship behavior considering the role of emotional commitment, and concluded that from among the dimensions of emotional intelligence, self-management and relationship management, affecting the emotional commitment based on the path analysis, have a positive and significant impact on organizational citizenship behavior. The above studies indicated the existence of a significant relationship between all the main variables of the study and this confirms the findings related to the current hypothesis.

The results related to the sub-hypotheses of the study indicated that there is a significant relationship between components of organizational citizenship behavior and service quality as well as between components of emotional intelligence and service quality in Tosseh Farda Brokerage Firm. In this regard, the following studies confirm the findings related to the sub-hypotheses.

Manju and Manikandan found that organizational citizenship behaviors and organizational justice have a reciprocal and direct impact on counterproductive work behavior. This is a reason when organizational citizenship behaviors and organizational justice are at a high level, counterproductive work behavior will be at the lowest level. Aslam and Sadgat studied the relationship between organizational justice and organizational citizenship behavior among the university staff in Panjab. The results indicated that there is significant and positive relationship between organizational justice and organizational citizenship behavior. Twigg et al. [34], in a study titled “Transformational Leadership in Labor Organizations”, stressed the importance of the role of transformational leadership style in exhibition of organizational citizenship behaviors from the standpoint of workers. Wanxian and Weiwu [37] studied the relationship between demographic characteristic and considering organizational citizenship behaviors as role behaviors. In a survey of 349 employees of a Chinese company, it was concluded that older employees and women are very likely to consider citizenship behaviors as work and/or role behaviors. Di Paola and Hoy [14] found out a strong correlation between organizational citizenship.
behavior and high school students’ educational progress. More studies conducted by them confirmed the relationship between organizational citizenship behavior and elementary and junior high school students’ educational progress. Bardzil and Slaski [7] stressed the role of emotions in service organizations and consider the concept of emotional intelligence to incorporate many key competencies involved in establishing and retaining desirable conditions for providing services. Their study confirmed that higher levels of emotional intelligence in the organizations provide the desirable conditions for services. They recommended that emotional intelligence assessment should be one of the criteria for selecting managers and employees who are in touch with customers, and emotional intelligence development should be included in employees’ training programs. Afzalur Rahim and Minors [3] examined the relationship between three dimensions of emotional intelligence (self-awareness, self-management and empathy) and the managers’ attention to the quality of products and services and problem-solving behavior of the subordinates at the time of conflict in order to study the impact of emotional intelligence on quality and ability to solve problems. Their study indicated that self-management is directly related to attention to quality; it means that the more self-management is boosted among the managers, the more attention is paid to the service quality. Besides, according to their research results, empathy has a considerable impact on quality, and self-management and empathy has a rather high interactive effect on attention to quality. Their recommendation is that supervisor with low emotional intelligence should receive appropriate trainings in this regard, so that their attention to the quality and problem-solving increases. Mehrabani concluded in a study conducted on the employees of the Islamic Azad University, Tabriz branch that organizational justice has a significant relationship with each one of the dimensions of organizational citizenship behavior. Baharifar et al., in a study titled “Moral Behaviors and Organizational Citizenship Behaviors: the Impact of Moral Values and Organizational Commitment and Justice”, examined the relationship between moral behaviors and organizational justice and organizational commitment as well as moral behaviors and organizational citizenship behaviors among the staff employees of Payem Nour University; the results revealed that organizational moral values have a positive impact on individuals and the impact of commitment on moral behavior as well as the impact of moral behavior on dimensions of sportsmanship and altruism are positive. Seyed Javadin et al., in a study titled “Internal Marketing, a Step towards the Improvement of Organizational Citizenship Behaviors as well as Service Quality in Gas Company of Tehran”, with the aim of identifying the impact of internal marketing activities on organizational citizenship behaviors and service quality, concluded that internal marketing activities in Iranian National Gas Company could increase employees’ organizational citizenship behavior and service quality.

Finally, based on the studies conducted with regard to organizational citizenship behavior and emotional intelligence, and service quality, it can be concluded that; given the importance of these matters for all the organizations and particularly, service companies and organizations seeking customer satisfaction through providing quality and appropriate behavior, and seeking more profit in a competitive market try to gain customer satisfaction and provide quality acceptable by the customer in comparison to other competitors and related organizations by giving importance to customer expectations in order to receive more attention than others.

Based on the research findings, the following suggestions are proposed:

1) In order to boost employees’ ability and help them to become full-fledged in related work areas, they should be involved in the process of formal, informal, professional and specialized trainings, so that they understand their job better, their knowledge and skills increase, and have a proper understanding of their tasks and expectations of the organization.

2) Sense of job security and job stability can provide a high level of motivation for the employees who are operations staff and work shifts; because this feeling softens hard working condition and causes to be more hopeful.

3) It is suggested to offer sufficient and appropriate educational courses and workshops on principles of organizational citizenship behavior to the employees in order to boost the spirit of sportsmanship among the employees.

4) Employees and managers, for this reason, should try not to exaggerate the problems and pursue the ways to solve existing problems instead of complaining about the status of the organization, and boost employees’ positivism.

5) The weakness of service quality as one of the problems of our country’s administrative system requires a separate and complete research. So it is suggested to conduct a comparative research on the increase of service quality in private and public companies.

6) If there are newer models of citizenship behavior and emotional intelligence and service quality, it is suggested to examine those models as well.

REFERENCES


