

***Examining the Relevance between Emotional Intelligence, Organizational Commitment and Organizational Behavior Citizenship, Case Study of “Mohammed Seddik Ben Yahia Hospital”***

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**Abstract:**

**المخلص:**

The aim of this study is to test the relationship between emotional intelligence and each of the organizational commitment (emotional commitment, normative commitment, and continuous commitment) and organizational citizenship behavior (helping behavior, civic virtue).

The population of this study included hospital medical staff at the hospital of "Jijel". The researcher used a convenience sample consists of 105 employees. Database was collected using the questionnaire as a quantitative method and analyzed by using Statistical Package for the Social Sciences SPSS 18 to determine the relationships between the variables using the "Person" correlation coefficient.

The researchers found that emotional intelligence had a strong positive correlation with both the emotional commitment and continuous commitment, and had an average positive correlation with normative commitment, but its association with helping behavior was weak. While there is no correlation between emotional intelligence and civic virtue in the Hospital of "Jijel."

تهدف هذه الدراسة إلى اختبار العلاقة الموجودة بين الذكاء العاطفي وكل من الالتزام التنظيمي (الالتزام العاطفي، الالتزام المعياري، والالتزام الاستمراري) وسلوك المواطنة التنظيمية (سلوك مساعدة الآخرين، الإيثار).

شمل مجتمع الدراسة الطاقم الطبي بالمؤسسة الاستشفائية العمومية بولاية "جيجل" استخدمت الباحثة عينة ملائمة مكونة من 105 موظف. وتم جمع قاعدة بيانات باستخدام الاستبيان كأسلوب كمي والتي تم تحليلها باستخدام برنامج التحليل الإحصائي SPSS 18 لتحديد الارتباط الموجود بين المتغيرات باستخدام معامل الارتباط "برسون".

توصل الباحثان إلى أن للذكاء العاطفي ارتباط موجب قوي مع كل من الالتزام العاطفي والالتزام الاستمراري، وله ارتباط موجب متوسط مع الالتزام المعياري، إلا أن ارتباطه مع سلوك المساعدة كان ضعيفا. بينما لا يوجد ارتباط بين الذكاء العاطفي والإيثار بمستشفى "جيجل".

## **1. Introduction:**

Nowadays, the company's environment builds and develops many constants within the Algerian companies, especially governmental ones. This situation has arisen after the economical reforms in Algeria. The orientation to private sector occurred in the aim to adopt the capitalist economy model. The consequence is that governmental companies have to search a method to compete the private sector.

The Hospital Mohammed Seddik Ben Yahia, as all governmental companies, is facing the challenge of competition, and has to search excellent resources to be used as tools of survival through studying variables that can affect the behaviour of its employees.

Organizational commitment and organizational behaviour are both variables that have an impact on human resources performance. The organizational commitment is a psychological state that characterizes an employee's relationship with his or her organization and has implications for that employee continuing membership in the organization (Erdheim, Wang, & Zickar, 2006, P. 961). The organizational citizenship behavior (OCB) encompasses behavior which promotes the organization through strengthening and maintaining its social system (Ng & Feldman, 2011, P. 529). In addition to the previous variables, it exists another very important variable responsible for the perception people have on their organizational commitment and citizenship. It is the behaviour trend to the company they work in. this variable is emotional intelligence. It expresses an array of non cognitive capabilities, competencies and skills that influence one's ability to succeed in coping with environmental demands and pressures (Rastegar & Memarpour, 2009, P. 701). All the above lead to improve the importance of studying the role of emotional intelligence in perceiving, understanding and managing the organizational commitment and organizational citizenship behaviour. In this study, the researcher is seeking to test this role.

## **2. Problem Statement:**

The development of any company depends on the capabilities of the manager to adapt all resources. The management of companies requires an implementation of modern management concepts, and synthesis between behavioural variables that can improve a human productivity as a vital element within any company. This importance increases because the nature of human resources is very complex and has multiple dimensions.

The researcher believes the interest to the human resources in Algerian companies may contribute to enhance these resources through detecting many behaviour aspects related to it.

The aim of the current study is to test the nature of the relationships between emotional intelligence and each of the organizational commitment and organizational citizenship behaviour, through the answers to the following questions:

1. Is the emotional intelligence related to the organizational commitment in the Hospital of Jijel?
2. What is the relationship between emotional intelligence and organizational citizenship behaviour?
3. does the medical staff use their emotional intelligence through good methods?

## **3. Theoretical Framework:**

### **3.1 Emotional Intelligence:**

Since the construct of emotional intelligence (EI) has been introduced to the scientific community by Salovey and Mayer in 1990, debate has taken place as to the theoretical and empirical utility of this “new” construct. Amelang and Steinmayr (2006) define emotional intelligence as the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth (P.1).

According to Demaree., et al, 2010, the term emotional intelligence (EI) has generally been defined as the ability to perceive

and express emotion, the ability to regulate emotion, and the ability to utilize emotions when solving problems (P. 2). So individuals cannot be assumed to be equally skilled at perceiving, understanding, and utilising this emotional information, suggesting that such individual differences, now described under emotional intelligence (Chan, 2004, P.2). Emotional intelligence is strictly a set of abilities pertaining to emotions and emotional information processing (Côté., et al, 2010, P.2).

### **3.2 Organizational Commitment:**

The most theorists either favor an exchange approach, in which commitment is the result of investments or contributions to the organization, or a psychological approach, in which commitment is depicted as a positive, high-involvement, high-intensity orientation toward the organization. The latter is the predominant view of commitment, one of identification with the organization and commitment to organizational goals (Shaw., et al, 2003, P. 2).

Organizational commitment, a common theme in most, is that committed individuals believe in and accept organizational goals and values, and are willing to remain within their organizations, and willing to provide considerable effort on their behalf (Yang & Chang, 2008, P.3). Organizational commitment is commonly accepted as ‘the relative strength of an individual’s identification with and involvement in a particular organization’ (Subramaniam & Mia, 2003, P.3). They think that organizational commitment was defined as employees’ identification and acceptance of their organizational goals and values, their willingness to exert considerable effort on behalf of the organization and their desire to maintain organizational membership. Akroyd., et al (2009) believe that the organizational commitment consists of three dimensions. These dimensions include affective commitment, continuance commitment, and normative commitment. Affective commitment refers to an employee’s emotional attachment to and identification with the organization. Continuance commitment refers to an awareness of the costs associated with leaving the

organization. Normative commitment reflects a feeling of obligation to continue employment (P. 2).

### **3.3 Organizational Citizenship Behavior:**

To be successful, the organization needs employees who assist their coworkers, create a positive work environment, and care about their organization, these behaviors as organizational citizenship behaviors (OCB). In 1994 Podsakoff and MacKenzie identified three dimensions of OCB: sportsmanship (not complaining about the organization); helping behavior (helping coworkers and providing encouragement); and civic virtue (becoming involved in, and showing concern for, the organization) (Day & Carroll, 2004, P.5).

Korkmaz and Arpacı (2009) defined organizational citizenship behavior as that which embodies the cooperative and constructive gestures that are neither mandated by formal job role prescriptions nor directly or contractually compensated for by the formal organizational reward systems. They added that organizational citizenship behavior is the willingness of employees to exceed their formal job requirements in order to help each other, to subordinate their individual interests for the good of the organization, and to take a genuine interest in the organization's activities and overall mission (P. 1). In addition to that, the organizational citizenship behavior includes a set of behaviors that have been called variously pro-social behaviors, organizational citizenship, helping or contextual performance (Levine, 2010, P.2).

### **3.4 Hypotheses Development:**

#### **3.4.1 Emotional Intelligence and Organizational Commitment:**

Khalili (2011) studied the nature of the relationship between emotional intelligence and organizational commitment among employees of small and medium enterprise in private sector and he concluded that there is a significant relationship between emotional intelligence as an overall construct and organizational commitment. Strong and positive influence of self management and social

awareness are two competencies of emotional intelligence on employees' obligation to the organization discuss.

Adeoye and Torubelli (2011) see that considering the factors that influence organizational effectiveness, emotional intelligence plays a vital role. Furthermore the emotionally intelligent people display cooperation, Commitment and creativity which are important for organizational effectiveness. They found that emotional intelligence was positively correlated with organizational commitment of some workers. Understanding and regulating one's emotions as well as understanding other's emotions are factors that affect intrapersonal well-being and interpersonal relations which affect workers attitudes to their colleagues, bosses, jobs and the organization. Some abilities related to emotional intelligence have been shown to be capable of influencing organizational commitment. According to Rangriz & Mehrabi (2011) there is a significant relationship between employees' emotional intelligence, organizational commitment and their performance. The findings also make that managers' emotional intelligence does not affect on employees' organizational commitment and their performance. In addition, the findings prescribe that there is not a significant difference between male and female employees' emotional intelligence, organizational commitment and their performance. Also there is not a significant difference between managers' and employees' emotional intelligence. The results indicate that emotional intelligence plays an important role in the organizational commitment and employees' performance.

On the basis of the studies above, the researcher suggests the following hypotheses:

H1: There is a significant relationship between emotional intelligence and organizational commitment.

H1a: There is a significant relationship between emotional intelligence and affective commitment.

H1b: There is a significant relationship between emotional intelligence and normative commitment.

H1c: There is a significant relationship between emotional intelligence and continuance commitment.

### **3.4.2 Emotional Intelligence and Organizational Behavior**

#### **Citizenship:**

The researchers is based on many previous studies to construct the hypotheses that link between emotional intelligence and organizational citizenship behavior. Yunus., et al (2011) studied the influence of leader's emotional intelligence: mediating effect of leader-member exchange on employees' organizational citizenship behaviors, they analyzed 150 data gathered from a dyad sample of supervisors and their subordinates, that represented the government banks in Klang Valley of Malaysia, they resulted that emotional intelligence as an ability to perceive, use, understand and manage emotions is critical for the banking industry non-supervisory employees to display OCB.

With other studies, such as the study of Chin., et al (2011), they studied emotional intelligence and organizational citizenship behavior of manufacturing sector employees, the researchers argue that Emotional Intelligence is positively related to Organizational Citizenship Behavior, in addition to that emotional recognition and expression (ere), understanding others' emotions (uoe), emotional management (ec) and emotional control (ec) are important to improve the working environment. The results of Chin., et al are the same as the results of Yaghoubi., et al (2011). Emotional intelligence was significantly correlated to conscientiousness, civic virtue, and altruistic behaviors of followers and the results of Yaghoubi., et al (2011) indicate that emotional intelligence is an important component for being an effective leader.

According to theses studies the researcher suggested that emotional intelligence is positively related to organizational citizenship behavior, and propound these hypotheses:

H2: There is a significant relationship between emotional intelligence and organizational behavior citizenship.

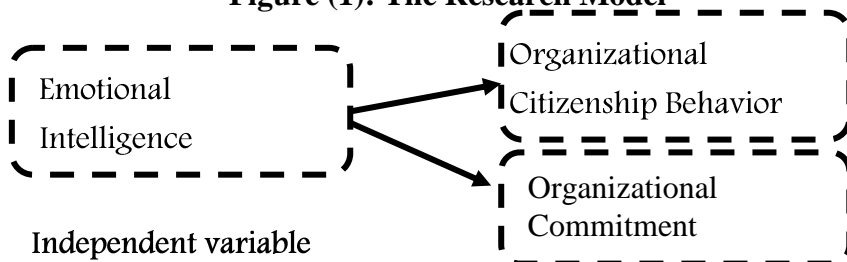
H2a: There is a significant relationship between emotional intelligence and helping behavior.

H2b: There is a significant relationship between emotional intelligence and civic virtue.

**3.5 The Research Model:**

The researcher builds the model shown in the figure (1) to study the relationships between independent variable (emotional intelligence) and the dependent variables (organizational citizenship behavior and organizational commitment).

**Figure (1): The Research Model**



**4.Design Methodology:**

**4.1 Sampling Design:**

The target population for this study was the medical staff of the Hospital Mohammed Seddik Ben Yahia: Doctors, nurses and laboratory assistants. The researcher distributed 130 questionnaires. Only 105 questionnaires were collected. So, 80.77 % of the questionnaires were completed by the respondents. The sample consists of 105 employees. 57.10 % of the respondents were males. Females represented 42.90%.

In addition, the respondents to the questionnaires were distributed, in matters of age, as follows: 11.40% of the respondents were 40 to 49 years old. 3.8% of them were 50 to 59 years old. In matters of level of education, 12.4% of the respondents were doctors, 25.7% have laboratory assistant diploma, and 61.9% have nurse diploma. In matters of salary, 17.1% of the respondents have a salary of less than 20 000 DZD, 65.7% have a salary oscillating between 20 001 DZD and 40 000 DZD, 15.2% have a salary of 40 001 DZD to 60 000 DZD, and 1.9% have a salary more of than 60 000 DZD.



## **4.2 Variables Measurements:**

In the aim of testing the hypotheses the researcher used many dimensions to measure the organizational commitment and the organizational citizenship behavior.

**Table (1): Constructs Operational Definitions and Measurement Items**

<b>Variables</b>	<b>Operational Definition</b>	<b>Sources</b>	<b>Items</b>
Affective Commitment	Refers to employees' emotional attachment to, involvement in, and identification with their employers.	Rego., et al, 2011	1- 3
Normative Commitment	Is the perceived obligation to stay, with some connotations of moral imperatives to do so.	Cichy., et al, 2009	4- 6
Continuance Commitment	Refers to being committed to remain because the costs of leaving are high, such as when employees have invested resources and time into their organizational membership or when few alternatives are available.	Jones &McIntosh, 2010; Cichy., et al, 2009	7- 9
Helping Behavior	Describes the willingness of employees to assist coworkers and help new employees.	Ackfeldt &Coote, 2005	10- 12
Civic Virtue	Refers to constructive engagement in organizational activities.	Ackfeldt &Coote, 2005; Yoon, 2009	13- 16
Emotional Intelligence	Describes individuals' ability to monitor their own and others' feelings and emotions, to discriminate among emotions, and to use this information to guide thinking. action.	Chan, 2004; Hill & Maggi, 2011	17- 22

## **4.3 Instrument Reliability and Validation:**

### **4.3.1 Reliability:**

Reliability refers to the accuracy of a given measurement, and a reliable survey question is one that yields similar results when administered repeatedly to similar samples or populations (Jackson, 2008, P.60).

Cronbach’s Alpha, a measure of internal consistency reliability will be determined and this coefficient is the most widely used measure of scale reliability. Cronbach’s Alpha measures how well a set of items (or variables) measures a single one-dimensional latent construct. Higher coefficient Alphas are associated with scales that have more items and higher inter item correlations, and it has been suggested that an Alpha coefficient of .70 or greater demonstrates sufficient reliability of a survey scale (Ding, 2007, P.16).

**Table (2): Cronbach’s Alpha for the Scales**

<b>The variables</b>	<b>No. of Cases</b>	<b>No. of items</b>	<b>Cronbach’s alpha</b>
<b>Affective Commitment</b>	<b>105</b>	<b>3</b>	<b>0.756</b>
<b>Normative Commitment</b>	<b>105</b>	<b>3</b>	<b>0.701</b>
<b>Continuance Commitment</b>	<b>105</b>	<b>3</b>	<b>0.885</b>
<b>Helping Behavior</b>	<b>105</b>	<b>3</b>	<b>0.784</b>
<b>Civic Virtue</b>	<b>105</b>	<b>4</b>	<b>0.741</b>
<b>Emotional Intelligence</b>	<b>105</b>	<b>6</b>	<b>0.812</b>

According to the table (2) Cronbach's  $\alpha$  of affective commitment was 0.756; that of normative commitment was 0.701; that of continuance commitment was 0.885; and that of helping behavior was 0.784; that of civic virtue was 0.741; that of emotional intelligence was 0.812. Because the Cronbach's  $\alpha$  coefficients of all constructs were more than 0.7, the measurement of this study was acceptable in reliability.

**4.3.2 Validity:**

The construct validity represents the effectiveness of measurement items when they are applied in research and how well indicators serve as proxies for the theoretical constructs they have been designed to measure (Sutton, 2008, P.35). The researcher used the construct validity by calculated correlation of item-to-total. The result of testing the validity is shown in table (3).

**Table (3): Test of Construct Validity**

Factor	Item	Sig. (2-tailed)	Correlation of item-to-total
<b>Affective Commitment</b>	AC1	.000	<b>0.828 **</b>
	AC2	.000	<b>0.794 **</b>
	AC3	.000	<b>0.843 **</b>
<b>Normative Commitment</b>	NC1	.000	<b>0.783 **</b>
	NC2	.000	<b>0.824 **</b>
	NC3	.000	<b>0.771 **</b>
<b>Continuance Commitment</b>	CC1	.000	<b>0.911 **</b>
	CC2	.000	<b>0.891 **</b>
	CC3	.000	<b>0.908 **</b>
<b>Helping Behavior</b>	HB1	.000	<b>0.848 **</b>
	HB2	.000	<b>0.835 **</b>
	HB3	.000	<b>0.830 **</b>
<b>Civic Virtue</b>	CV1	.000	<b>0.741 **</b>
	CV2	.000	<b>0.781 **</b>
	CV3	.000	<b>0.801 **</b>
	CV4	.000	<b>0.684 **</b>
<b>Emotional Intelligence</b>	EI1	.000	<b>0.750 **</b>
	EI2	.000	<b>0.748 **</b>
	EI3	.000	<b>0.744 **</b>
	EI4	.000	<b>0.738 **</b>
	EI5	.000	<b>0.702 **</b>
	EI6	.000	<b>0.675 **</b>

\*\* : Correlation is significant at the 0.01 level (2-tailed).

In this study, the correlation of item- to- total items exceed 0.5, and all items were significant because (sig= .000 < 0.01). These results confirmed that each dimension was demonstrating properties of good validity. The fit of these models can now be assessed.

## **5. Data Analysis and Research Findings:**

### **5.1 Normal Distribution of the Data:**

Skewness is a method for determining the symmetry of a distribution. Skewness and kurtosis are two ways that can evaluate a distribution of data and can detect non normal distribution. According to (Cao & Dowlatshahi, 2005) extreme non-normality is defined by skewness index values greater than 3.0 and kurtosis values greater than 21.0.

**Table (4) : Skewness and Kurtosis Coefficients**

Variable	Skewness	kurtosis
<b>Affective Commitment</b>	<b>1.711</b>	<b>6.531</b>
<b>Normative Commitment</b>	<b>1.166</b>	<b>1.971</b>
<b>Continuance Commitment</b>	<b>1.525</b>	<b>6.285</b>
<b>Helping Behavior</b>	<b>1.355</b>	<b>3.646</b>
<b>Civic Virtue</b>	<b>1.911</b>	<b>5.246</b>
<b>Emotional Intelligence</b>	<b>2.888</b>	<b>10.968</b>

See in table (4) skewness ranged from 1.166 to 2.888, and kurtosis ranged between 1.971 and 10.968, the results of skewness and kurtosis coefficients indicate a normal distribution of data.

**5.2 Hypotheses Testing:**

To examine the relationships between independent variable (emotional intelligence) and the dependent variables (organizational commitment, organizational citizenship behavior), the researcher used correlation coefficient (Pearson) to test these relations, the results are shown in table (5) below:

**Table (5): Test Correlation between Independent Variable & the Dependent Variables**

\*\* : Correlation is significant at the 0.01 level (2-tailed).

H1a: Affective commitment has a high positive correlation by

		Affective Commitment	Normative Commitment	Continuance Commitment	Helping Behavior	Civic Virtue
<b>Emotional Intelligence</b>	<b>Pearson Correlation</b>	<b>0.626 **</b>	<b>0.500 **</b>	<b>0.746 **</b>	<b>0.340 **</b>	<b>0.118</b>
	<b>Sig. (2-tailed)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.229</b>
	<b>N</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>

emotional intelligence, because sig. (2-tailed) = .000 < 0.01 and Pearson correlation = 0.626 > 0.50; As a result, H1a was proved.

H1b: Normative commitment has a average positive correlation by emotional intelligence, because sig. (2-tailed) = .000 < 0.01 and Pearson correlation = 0.500 = 0.50; As a result, H1b was proved.

H1c: Continuance commitment has a high positive correlation by emotional intelligence, because sig. (2-tailed) = .000 < 0.01 and Pearson correlation = 0.746 > 0.50; As a result, H1c was proved.

H2a: Helping behavior has a low positive correlation by emotional intelligence, because sig. (2-tailed) = .000 < 0.01 and Pearson correlation = 0.340 < 0.50; As a result, H2a was proved.

H2b: Civic virtue have no correlation by emotional intelligence, because sig. (2-tailed) = .229 > 0.01; As a result, H2b was not proved.

### **5.3 Discussion of Findings:**

According to the results above the researcher gave interpretation of these results in the following points:

1. The positive strong relationship between emotional intelligence and affective commitment indicates that the employees in Jijel hospital have the capacities to detect their feelings towards the hospital and their colleagues. The employees use all capacities to create positive feelings around them, because each activity in the hospital requires a high level of understanding and awareness of their behaviours. On the other hand, the increase of organizational affective feeling creates a kind of motivation in people to improve job productivity and continue to work within the same work team, because the activities of health services require integration of the medical team efforts, and do not depend on the capacities of one person. This result indicates that the employees of the hospital have social skills that they use to reinforce the relations within the work team.
2. The existence of a medium positive relationship between emotional intelligence and normative commitment indicates that the employee in the hospital uses a low degree of emotional intelligence to recognize environmental circumstances that lead work in the hospital. So the employee does not access to use accurately his capacities in determining the key points that drive to commitment at work. In addition, the researcher thinks that this result can be explained by the crisis in the labour market and the decline in the curve of demand of this market; and that this situation drives individuals to search any work without making assessment of

constraints that lead to commit to this work, especially since this type of functions requires a high level of sense of responsibility and discipline.

3. The researcher accessed to the existence of strong positive relationship between emotional intelligence and continuous commitment. It is possible to explain this result by the extent of employee awareness to negative consequence if they leave this work. Actually, many employees in medical sector fulfil two functions: the first in government hospitals, and the second in private clinics or elsewhere such as in pharmacies. In this way, it appears that individuals have the capacities to use self-management. Despite poor conditions in this sector, the employees continue to work and try to adapt to these conditions and do not leave, but build good relations with the work team as a kind of motivation to extend the duration of work at the hospital.
4. The low positive relationship between emotional intelligence and helping behaviour indicates (indexes) that the employees at the hospital do not use emotional intelligence to understand the problems of their colleagues at work, despite the medical profession requires a high level of social awareness. The expected outcome of the poor relationship between the employees. In other jobs, we can explain that the relations between employees are very formal and exceed the human behaviour.
5. The result consisting in the absence of a relationship between emotional intelligence and civic virtue can be explained by on of two cases. The first is that the employee has a good awareness what he and the others want, why they do not like civic virtue and protect their interests. The second is that the employees do not exploit their emotional intelligence in a good way, have not good social awareness and can not understand that their behaviour may have barriers or negative impact on the interests of their colleagues.

## **6. Recommendations:**

The current study adds to literature knowledge to develop relationships between emotional intelligence, organizational

commitment and organizational citizenship behavior. The researcher thinks that the strong positive relationships between emotional intelligence and each of affective commitment and continuous commitment in the future can impact positively human behaviors and increase the organizational performance.

According to the results of this study the researcher proposes many suggestions:

1. The employees should be given awareness sessions about the relevance of helping others to promote medical services;
2. This study should be reinforced by making researches about the relationships between the dimensions of emotional intelligence, organizational commitment and organizational citizenship commitment;
3. Managerial studies should be expanded by focusing on testing the impact of organizational commitment and organizational citizenship behaviour in organizational performance through recognizing the emotional intelligence, because these studies can increase the importance of behavioural variables in the Algerian companies;
4. Modern managerial terms should be disseminated within the organizations because of the existing gap between theory and practice of management within the Algerian companies. This gap has the consequence of the administrators ignoring the management principles since they are not specialized in management.

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