

REVIEW PAPER

A review on managers' emotional intelligence and citizenship behavior in today's workplace: Bridging a challenges and contribution

*L. Vasudevan**¹, *N. Mahadi*¹, *F. A. Robert*²

¹*Azman Hashim International Business School University Technology Malaysia Jalan Semarak, 54100 Kuala Lumpur, Malaysia*

²*YPC International College Jalan Jejaka, Taman Maluri, Cheras 55100 Kuala Lumpur, Malaysia*

Received 2 July 2017; revised 10 August 2017; accepted 22 September 2017; available online 1 October 2017

ABSTRACT: Research on managers' emotional intelligence and citizenship behavior in today's workplace outlined the importance of the manager and employees' challenges, contribution and how to solve it. The aim of this paper is to determine the managers' proficiency using ability model (emotional intelligence) that benefits for manager to be responsive towards employees while expressing the information for career development and countries' growth. Data and past findings were gathered from several industries by researchers to determine the central idea of the rationality of this paper. As evidence, an empirical result was provided to ensure managers might be beneficial into this significant finding that associated with managers' assessments toward subordinates. Thus, this review also highlighted managers' emotional intelligence that plays a key role towards stimulating good relationships between managers and employees. This gap is to illustrate how the ability model of emotional intelligence can acquire managers' EI skill set and citizenship behavior in order to influence directly the followers' contribution, benefit and challenges in the workplace. In this review, bringing a challenge and contribution among employees in the workplace contributed to the emotional intelligence and citizenship behavior in order to find out the intent of this review paper.

KEYWORDS: *Challenges and Contribution; Citizenship Behavior; Emotional Intelligence*

INTRODUCTION

In today's workplace, emotional intelligence and citizenship behavior are most important elements for managers to demonstrate their leadership behavior and good citizenship behavior to the subordinates to achieve high performance in the workplace. Emotional intelligence is the dependent variable because it is the forms of human intelligence that give a contribution to the human's citizenship behavior in increasing employees' productivity in organizations (Sharma and Mahajan, 2017). Based on the previous findings, self-report measures of EI and the four branch ability model of Mayer and Salovey (1997) was used to assess

emotional intelligence and it showed as an incremental validity that relatives importance in predicting OCB (Miao *et al.*, 2017).

Employees can increase their emotional intelligence by increasing their level of thinking in order to formulate new thoughts for their organizational achievement. A healthy employer attitude and civic behavior of his employees would hold both side commitment while they can motivate themselves for high-performance achievement in the work. Worker attitudes can gain by training because practices can change human behavior and posture. Perhaps workers can have their own attitude or opinion about various facial expressions of their jobs, careers, and organizations.

*Corresponding Author Email: hemaloshinee25@gmail.com
Tel.: +012 628 1490

The skills and knowledge required based on the managers' attitude. Changes in negative behavior towards positive behavior can make positive results professionally and personally. Nevertheless, changing one's attitude may not be easy because everyone takes their own functions and behaviors against something, but the positive attitude always gets in the mind of everyone in the subconscious. It also gives positive thinking, perceptions, and helps us grow more positive attitudes. Hence, positive attitudes can increase employee dedication and task functioning. In this case, emotional intelligence becomes a central part of getting a manager's attitude while controlling their emotions with subordinates. Consequently, managerial personality factors are legitimate predictors of work engagement, seeking emotional intelligence or communication skills in employees for organizational development, while soft skills in the IT industry need for retention (Akhtar *et al.*, 2015).

According to Mayer *et al.* (2000), this concept was introduced by Salovey and Mayer (1990), and since then the construct of emotional intelligence has been getting a huge attention in the academic area. According to Mayer and Salovey (1997), emotional intelligence defined as the power to manipulate the emotions of others and others, to separate between those emotions and to use the understanding to monitor their thoughts and activities. This intelligence enables a soul to understand himself properly and strives to dispense with his desires, fears, emotions, and motives accordingly. Emotional intelligence is a continuous process in the evolution of specific emotional skills. Managers have to develop an emotional learning system that takes five steps to develop one's emotional intelligence. The five steps include (i) self-assessment; (ii) self-awareness; (iii) identification; (iv) self-development; (v) self-growth. The four-branches of emotional intelligence was defined clearly by Mayer and Salovey (1997):

a. Emotional perception is an emotional power that précises others. It includes the ability to differentiate between honest and dishonest emotions.

b. Emotional assimilation or emotional integration is the aptitude to separate emotionally with diverse emotions and to identify those who act on their thinking process.

c. Emotional understanding is the aptitude to understand complex emotions such as feeling between two emotions at once and the ability to discern a transition path from one to others.

d. Emotional management is the ability to connect or disconnect from emotionally dependent and emotions in paid positions.

Mostly, this sensation of four branches published by Mayer *et al.*, (2008) to give details of the mapping of their heads. Researchers said that the branches in this mapping are composed of a more basic psychological process at a higher, more on a merger process according to psychology. For instance, a low-stage branch of acceptance and immediate reflection of emotion was a simple (relative). On the other hand, the branch point is very high is about awareness.

Vaida and Opre (2014) stated that personal qualities can be developed by positive emotional intelligence traits or competence. A critique of the current literature was provided by Wilkerson (2012) showed that only 2 of 20 reviewed papers did not include interpersonal skills that required in MIS job skills so that researcher found there is exist gaps between MIS-related job skills and skill gaps. Therefore, review paper found that MIS professional soft skills to be more important than technical skills for career success. In this case, managers' EI is a subset of social intelligence. This component monitors the feelings and emotions of one's own and others (Salovey and Mayer, 1990) in order to disperse and share a proper information or skills when regulatory one's thoughts and activities due to the achievement of career success. Moreover, researchers have been cleared up more detail about the theory and definition of emotional intelligence to ensure it can give further understanding with what an individual's emotional intelligence that can be explained by human characteristics and behaviors with an appropriate methods that used in assessing an emotional intelligence to reveal what researcher is attempted to uncover in an individual's behavior (Matthews *et al.*, 2012; Nafukho, 2009; Petrides and Furnham, 2003 as cited in Hendon *et al.*, 2017).

The terms of emotional intelligence were generally practiced and it was fixed successfully after researchers found from the observations and discourses in the emotional field of study (Mayer *et al.*, 2008). From the organizational perspective, the ability to maintain successful relations (Moquin and Riemenschneider, 2014) based on the citizenship behavior and communication because it can affect culture, team building, public exposure and knowledge transfer. In IT professional industry has a high degree of agreeableness, tough-mindedness, and lower

conscientiousness, emotional stability, extraversion, assertiveness, customer service orientation, optimism, and work drive (Lounsbury *et al.*, 2014). This review paper focused on manager’s emotional intelligence and the role of EI in manager’s citizenship behavior, transformational leadership, organizational psychology, and the multigenerational workplace. Marzuki *et al.*, (2015) studies were executed in Malaysia that questioned the cultural differences which still be challenged to examine exactly. Moreover, research on emotional intelligence and communication was demonstrated a confident relationship between employees that showed positive interpersonal skills within the workplace (Erigüç and Durkan Kose, 2013; Simsek and Aktas, 2013).

Researchers wanted to attract attention to the lack of studies on emotional intelligence and bring up the fact that more studies should be conducted on examining the relationship between different variables with emotional intelligence (Pelit and Ayana, 2016) while researcher should determine the benefit or importance of emotional intelligence among managers in all various

fields that help the organizational improvement. Table 1 represents the importance of emotional issues in several industries.

Therefore, managers’ citizenship behavior also important in organizations. From a project management perspective, citizenship behavior explored a positive project performance (Lim and Loosemore, 2017). The research found that this review paper-driven from various field studies in public and private organizations and departments that treated citizens as a crucial factor in improving individual and organizational performance. Past surveys have been conducted on organizational citizenship behavior and found that it can increase management and organizational efficiency through teamwork spirit, cohesion and solidarity in the governance, increases the stability of organizational functioning, increase organization compliance with climate changes while improves the caliber of services, (Podsakoff and McKenzie, 1997; Moradi Aval *et al.*, 2017). Organizations without managers’ citizenship behavior are unable to develop an effectiveness of their collective wisdom. One of the most important

Table 1: The Importance of Emotional Intelligence

Author / Year	Industry	Benefit / Importance Issues
Hendon <i>et al.</i> (2017)	IT	EI enhances the inter-relational skills to improve a user’s satisfaction that improve the organization.
Pelit and Ayana (2016)	Hospitality	Aggressive feelings make the manager to be a dominant person because of the necessary decisions. Employees’ who are managing employee emotions or acting or getting them motivated all the time enable them to present more positive direction and approach to the business growth as organizational members.
Murali Krishna <i>et al.</i> (2016)	Education	An individual is emotionally seized and it resulted in a rise in heartbeat, increase in breathing, increase in reflexes, decrease in work efficiency and memory, toxicity (chemicals put out into the blood flow). EI helps a person at complicated conditions in which people desire to be participating.
Desti <i>et al.</i> (2015)	Various organizational	EI helps employees increase self-awareness, expression of emotion, creativity, increase tolerance, enrich trust and unity, boost relationships within and across the organization and thereby amend the procedures of every employee and organization as a whole. EI is one of the key features that create strategic managers in the organization. EI plays an important role in the organizational and becomes an important measure, measures to evaluate effective employees, increase productivity and trust in and throughout the organization.
Lounsbury <i>et al.</i> (2014)	IT	EI has a much lower degree of customer service orientation than employees in other jobs.
Hurrell <i>et al.</i> (2013)	IT	EI gave positive enhancement for interpersonal skills that recognized a valuable component of client service.

characteristics of any organization is to function in a changing climate of today is the people who want to be involved in the organization successful changes while exhibiting the same organizational citizenship behavior. Granting to the presented concepts of organizational citizenship behavior has always been this question of the importance of citizenship behavior in organizations. In this review paper, the benefit of citizenship behavior from several industries has been represented as Table 2.

Problem statement

A gap between theory and research these days occurred in all fields because the perspective of frontline’s success failed to implement by management using better strategic plan. Most existing literature, primarily representing the steps to managers that need to take into account in order to deal employees in a proper way perhaps managers just give instructions on the role of feedback to frontline affiliated companies when assessing the resilience of this manager (Meers, 2007). Referred to a rapid business climate where there is a warm discussion around the potential of many prominent management approaches that used in today’s organizational challenges (Dervitsiotis, 2001). To understand an effective management approach in delivering work, a useful tool can be used in assessing staff management. There is no measure that fits all the solutions for the manager in realizing engagement with the employees’. Research (Ketter, 2008) also does not show a significant between the workforce or society size when evaluating the engagement using guidance.

The key drivers of engagement fall into the working relationship in order to relate to employees’ work and organizational success said by Ketter. A second driver is the employee’s belief that is significant for the organizational in Ketter’s research.

Some of the challenges are to bring employees to measure the motivational activity accurately for employees overall potential and influence on offenders that assessed by management. Lawrence (2007) said that employees have to be cautious and concerned about company research in order to relieve employee’s fears using a third party to administer surveys. Researcher (Lawrence) also pointed out that honest feedback from employees is key achievement in order to identify the respondents’ name. Assessment should be an appropriate and credible assessment of function, which reflects both strong points and weaknesses (Camardella, 2003). Retiring close to experienced managers because of Boomer’s baby that increasingly phenomenon of competitive business markets and multinational workforce, more importantly, the location of employee participation. This factor encourages employers to enhance managers’ talent in engaging employees for better productivity and retention (Ketter, 2008). Top management should ask some questions from the middle and senior manager: (1) do you motivate employees properly, (2) do you care about your subordinate, and (3) do you challenge your followers (Ketter, 2008). These arbitrators have a direct impact on employees in terms of emotional intelligence, behavior, and productivity of behavior.

Table 2: The Importance of Citizenship Behavior

Author / Year	Industry	Benefit / Importance Issues
Moradi Aval et al. (2017)	Zahedan customs surveillance area	Increase the effectiveness of organizations. This behavior contributes to improve the ability, explain, predict and guidance, control, and change behavior and it has uncovered the relationships between behaviors and significant facts and provides a basis to predict the exact behavior.
Soo et al. (2017)	Commercial Malaysia banks	Employees who exhibit OCB in the organization could get a smooth communication and a conducive cooperative and interdependence working climate.
Kolade, et al. (2014) Marshall et al. (2012)	Hospitality and sales setting industry	The exhibition of OCB is found to enhance organizational performance and effectiveness directly or indirectly through in-character functioning.
Wee et al. (2012)	-	OCB helps to reduce withdrawal behaviors and absenteeism among employees in an organization.

In the current situation, manager's emotional intelligence and citizenship behavior found to be insufficient in managing diversity because it is a sign for the organizational challenge so that managerial skills must adapt to accommodate a multicultural work climate. The findings indicated that manager's citizenship behavior has a diversity method that counting unselfishness, politeness, sportsmanship, public asset and scrupulousness (Okurame 2012). In many industries, top management should easily create acceptable work climate with wide satisfaction from the workers in order to reduce the level of work stress, keen to negotiations and sacrifices with their managers and colleagues (Bolino *et al.*, 2015). Therefore, manager's emotional intelligence can affect employees' attitude or behavior in organizations while it can create better or worst working environment. Survey found that the role of emotional intelligence in organizations have lack of impact on organizational citizenship behavior among managers' in Iran research that all important to be answered in this area (Sepehriki *et al.*, 2016) so that this review paper became the most crucial and attention to the researchers to find the challenges and contribution that given toward industries or organizational by concentrating on manager's emotional intelligence and citizenship behavior in the workplace to reduce certain circumstance like poor commitment, less tension, reduce turnover intentions, reduce job satisfaction and reduce work performance among employees.

Thus, emotional intelligence is the easier portion of entire intelligence that holds together the expert and individual lives (Arrighetti *et al.*, 2014; Cavazotte *et al.*, 2012). In this case, manager's emotional intelligence got effect if leaders are not used properly their intelligence during handling the situations in the workplace because emotional intelligence is the aptitude to understand other's emotions, covering and controlling to resolve conflict while justified for collaboration among workers are the greatest effective skills recognized as indispensable for leaders and efficacious managers (Lew *et al.*, 2013). And then that, organizational citizenship behavior involved in the workplace to ensure there is a positive effect or contribution occurred in their accomplishment. In this review paper, researchers found threefold of the effect of OCB on worker performance because of the manager's EI and citizenship behavior that

can be seen in the worker's attitude in the workplace. Researchers have argued that employees who participate in OCB obtained well performance evaluation from their managers (Mahembe and Engelbrecht, 2014) due to employees' willingness, positive attitude or owing more work-related motives (Podsakoff *et al.*, 2009; Acaray and Kathrin, 2015). Moreover, employees pleased with their workplace because of manager's citizenship behavior that showed positive behaviors like internally, self-efficacy and length of service in the organizational (Pavalache-Ilie, 2014). In this review, manager's emotional intelligence and citizenship behavior bridging a gap between challenges and contribute to developing employees' performance and organizational effectiveness in diverse industries. This review scans human behavior in the working ambiance. It determines it's on work structure, execution, communication, motivation, leadership, and decision-making. Personal behavior and behaves as a group has two different perspectives in terms of internal and external in achieving the organization's goals.

REVIEW OF LITERATURE

In the context of the banking industry, manager's emotional intelligence and citizenship behavior are very crucial where this place is a service provider that required to be adaptive towards the demands and behaviors of their customers and employees as well. Emotional intelligence helps in catering employees' and customers' needs that increased the client satisfaction and employees' performance and commitment. And then that, manager's emotional intelligence and citizenship behavior in banks are essential because it affects individual's performance, groups, and organizations. So that, this review is critical to concentrate to a greater extent on such studies which try to relate to the challenges and contribution of emotional intelligence and citizenship behavior in the workplace. Whilst manager's emotional intelligence, proactive behavior among managers is specifying how organizational citizenship behavior as the chosen variable would be a fit in an industrial setting over proactive behavior to ensure managers can execute really well in enhancing organizational performance and efficiency. Garcia and Ocampo

(2016) agreed that lacking of EI has an impact on worker satisfaction or commitment to the leader or the organization.

Emotional intelligence with various variables of organization such as organizational citizenship behavior (OCB) or extra-role behavior should give more attention in all industries because it is the central notion of this critique that employees who exhibit OCB along with emotional intelligence (EI) ultimately increased their productivity which in turn raises the operation of the organization (Sharma and Mahajan, 2017).

Managers with high emotional intelligence realized and showed more in essence than those with low emotional intelligence because organizational citizenship behavior involves strong voluntary behavior. Here are some studies and findings that found the affiliation between EI and the citizenship behavior of the organization with regard to dimensions (altruism, loyalty, sport, community welfare, and

courtesy). Tables 3 and 4 represent the discovery of emotional intelligence and OCB while OCB with other variables.

Discussion and debate of managers' emotional intelligence and citizenship behavior

Employees' attitude can be acquired by training because training can change people's behavior and posture. Employees can have self-opinion about many facial expressions of their jobs, careers and their organizations. Researchers indicated that existing empirical studies have a significant response to emotional intelligence of managers and they are linked to their work unit performance and the questions raised in the literature have been empirically examined (Humphrey, 2012,; Kaplan *et al.*, 2014; Kluemper *et al.*, 2013; Rajah *et al.*, 2011; Walter *et al.*, 2011).

Emotional intelligence is a central factor for people to grow their self in dealing their emotion with others to take on their undertaking. At one time they can stable

Table 3: Researches on emotional intelligence and organizational citizenship behavior

Author/Year	Findings
Naqhdhi and Shatalebi (2013)	The predicting of OCB through emotional intelligence in Isfahan's municipality staff was determined as the best predictors among dimensions of emotional intelligence and predictors of OCB such as self-awareness, self-motivation, and social skills.
Antony (2013)	The emotional intelligence core of OCB affects the positive and strong correlation between the two emotional intelligence variables and OCB.
Adabifrozjaee <i>et al.</i> (2014)	The survey indicates a substantial relationship exists between emotional intelligence with civic virtue, altruism, conscientiousness, sportsmanship, and courtesy.
Syed Nadeem Abbas (2014)	There is a statistically significant linear relationship between EI and OCB among students in private universities in Pakistan.
Sepehriki <i>et al.</i> (2016)	Studies show significant and positive relationships between emotional intelligence and their constituents (including self-awareness, self-management, social awareness, relationship management) to the behavioral citizenship of organizations within individual banks.
Sharma and Parul (2017)	This work demonstrated the expression of emotional intelligence along with the construction of organizational citizenship behavior ultimately increase their productivity, which in turn raises the functioning of the organization. Thus, this work indicates that emotional intelligence is positively associated with the behavioral citizenship of the organization among employees of the National Bank of India.

Table 4: Researches on OCB and other Variables

Author / Year	Variables	Findings
Zehir <i>et al.</i> (2014)	EC -> CL -> OCB	The ethical climate was found to be a weak mediator in the relationship between charismatic leadership and OCB.
Luo and Liu (2014)	SL- > ER -> OCB	The leadership of the situation and employee readiness have a positive impact on OCB.
Lu (2014)	EL -> OCBO -> OCBI	Ethical leadership has a substantial impact on both OCBO and OCBI.
Huang <i>et al.</i> (2014)	FI -> Leader -> OCB	Followers' identifications with leaders lead to an influence on OCB.

their emotions and energy, they can reach the organizational goals. According to [Fuimano \(2004\)](#), emotion is an energy in the physical structure which can patronize you to manage things better. On the other hand, managers or employees have to increase their self-awareness through work, commitment and performance because they can develop an effective quality in work. By increasing an awareness of the energy within one's self and examining the consequences of one's behavior on others, managers and employees became more effectual in their relations with others and could develop higher personal levels of emotional intelligence (EI) to reach the organizational goals. This assertion is supported by [George \(2000\)](#), [Gooty et al. \(2010\)](#) and [Humphrey \(2002\)](#) that both managers and individual are the contributor in order to be more effective in the workplace using emotional intelligence ability. Moreover, past studies revealed that managerial EI was a behavioral pattern that connected to the transformational and charismatic leadership styles ([Cavazotte et al., 2012](#); [Chuang et al., 2012](#); [Harms and Crede, 2010](#); [Hur et al., 2011](#); [Lam and O'Higgins, 2012](#); [Walter and Bruch, 2009](#)).

A number of mechanisms can be affected employees through manager's emotional intelligence using their powers to determine the employee's attitude or behaviors. Managers have to make a certain decision that they can handle their emotions because emotions play a big role in human physical structure. Positive emotions can move people to get the best they can be, while negative emotions either hinder or accelerate up their changes and evolutions. According to [Fox and Zauderer \(1987\)](#), positive behavior is expected and coupled with awareness because it is the foremost step in professional development. Positive and negative emotions are working together to affect the thinking, adaptation, and change ([Howard, 2006](#)) so that followers wanted their managers as being a high emotional intelligence that endowed with task-relevant, socio-psychological capital from which they can draw when needed ([Newman et al., 2014](#); [Story et al., 2013](#)).

For instance in IT industry, emotional intelligence required because managers must able to puzzle out the problems effectively so that research found that lack of emotional intuitiveness in communicating each other. Without this emotional connection in the IT professional, managers are unable to conduct a client or co-worker to solve the problem even they are not

able to assure the problem to be resolved. This statement is supported by [Moquin and Riemenschneider \(2014\)](#) found that blending between cognitive and emotional intelligence (EI) was an essential characteristic to engage in service relations successfully when the IT professional experts engaged accordingly the situation.

In the context of Pakistan, there is several problems occurred due to mismanagement in terms of resources and political base recruitments which provides management ineffective results during handling the chores. In other words, a cultural component is utmost essential for managers to remain effective in a global business environment and diversified business market to acquire a fuller understanding of culture, while it is important to realize the behaviors of the other, values that increase the focus on social intelligence. Therefore, researchers found that emotional and employees' social, intelligent perform better in the workplace as compared to others ([Emmerling et al., 2012](#); [Rahim, 2014](#)) because culture can lead better working climate.

Therefore, to address the gap and contribution in this literature, this review was conducted to determine the relationship of emotional intelligence with managerial citizenship behavior that showed leadership qualities or outcomes ([Boyatzis et al., 2012](#); [Richard Boyatzis et al., 2013](#)). Perhaps manager's emotional intelligence is linked to citizenship behavior because both variables are useful in improving organizational effectiveness.

In the organizational context, organizational citizenship behavior has a great influence on the employees' performance and effectiveness ([Yulianti, 2014](#)). Manager's citizenship behavior includes helping coworkers with work-related problems, not complaining about trivial problems, behaving courteously to coworkers, and speaking approvingly about the organization to outsiders showed employees' interest in and connection to an organization ([Huang et al., 2012](#)). In nursing context, this connection has a positive influence on nurses' overall job satisfaction and job turnover ([Chang and Chang, 2010](#)).

Nevertheless, the manager's citizenship behavior increases organizational efficiency because it contributes in increasing production, improving the quality of service offered, raising customer satisfaction or decreasing customer complaints. The importance of OCB is to have better organizational efficiency and effectiveness by contributing to resource transformations, innovativeness, and adaptability

(Organ, 1988). And then that, manager’s citizenship behavior linked to emotional intelligence because behaviors or attitudes of individuals showed potential beneficial outcomes for organizations; the Table 5 is from Organ (1988).

Challenges faced by managers and employees in today’s workplace

These days, managers and employees faced challenges in today’s workplace because of the acceptance of modifications. Interpersonal skills and positively-driven emotions, aids influenced these qualities among customers, for instance, some IT professionals may lack these qualities. Shih et al. (2014) and Lounsbury et al. (2014) further the findings of introverted personalities in IT professional, which can be a barrier to seeing the client/client’s position or

thought process. And then that, managers and employees faced challenges in today’s workplace in handling the organizational situations. The application of contingency theory in management decision-making is suitable in all industries because this theory is centralized decision making or worker education and job complexity. HRM function is a joint responsibility for all handlers within the initiative should become a partner with senior and business managers in strategy implementation, serving to move planning from the conference room to the marketplace. So that, application of contingency theory can reduce managers and employees’ challenges that looked in today’s work.

Based on the contingency theory (Fig. 1), a manager is a person in an organization who is responsible for the work. Moreover, the intensity level of manager can produce the witness to control the total company and

Table 5: Outcome for Organization Based on OCB Dimensions (Campbell Pickford and Genevieve, 2016)

Dimensions of OCB	Description	Outcome for Organization
Altruism	Helping co-workers	Reduced need for supervision, training and crisis management costs
Conscientiousness	Impersonal conscientiousness	
Courtesy	Gestures preventing problems for work associates	
Sportsmanship	Willingness to forbear minor inconveniences without appeal or protest	Fewer complaints - allow managers to focus on key task functions
Civic virtue	Constructive involvement in issues of governance	Employees provide constructive suggestions that can save on costs

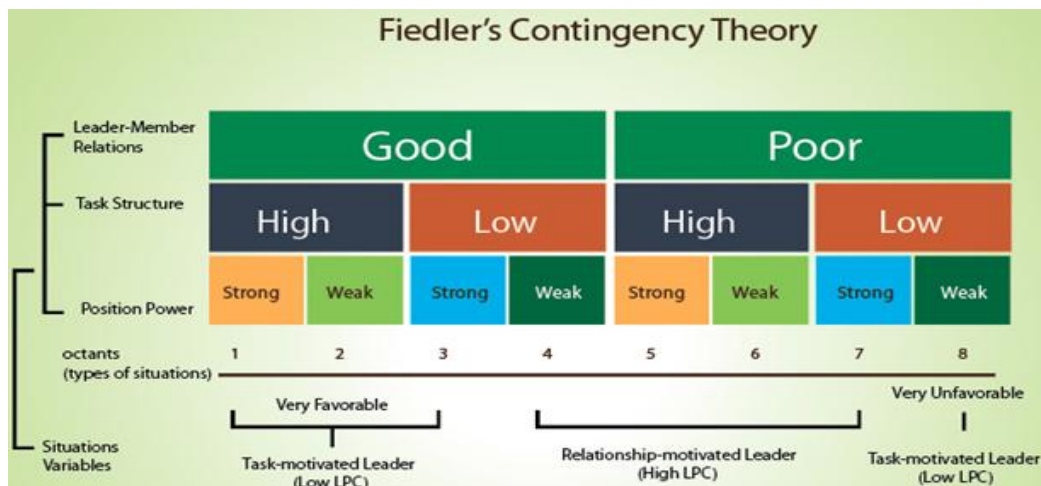


Fig.1: The Contingency Theory (Fiedle, et al., 1961)

dependent behavior. The manager duty is to prepare certain task that the organization reaches a high degree of performance and targets. The manager faces a variety of modifications and challenges that will bear an impact on organizational functioning.

Foremost, the challenge of manager is being a leader instead of merely a manager. It is significant between leader and manager. In management, a director is only days to the daily management of the work of grinding, never really ahead of the project. Managers responsible are good, everything has to be done easily. The foremost is to concentrate exclusively on the most important matter, the final solution does not have a critical impact so that the key is to serve their own. The second is that managers ask to suffer in different roles to do one thing, the manager will also determine which character is more professional. The manager will first be observed that employees' strengths. When the employees have some problem, the manager will have more energy to help employees to work together to solve the problem (Gates, 2012). Besides that, the challenge is losing high potential employees. Based on Hudson report summarized four key indicators of high potential personnel: the ability to deal with complex things and respond to mutations; work efficiency and cognitive skill; personal drivability; sensitivity to interpersonal relationships and corporate culture (Hudson, 2014). In addition, the challenge is dealing with an excellent employee. More or less of the company's outstanding employees are clearly more respectable than the other employees. For the company, that is good news, but it conveys a series of challenges. A manager needs employees continue to be a fussy character of employment. An employee needs to infer their own gifts and endeavors. Employees also need the manager's encouragement, training, and counseling (Hedges, 2015).

Moreover, team conflicts also identified as the challenges in organizations. When an employee complains about another employee, the manager is in a difficult position. It comes to warning the situation between teams, it is significant to differentiate between tasks or personal differences. Mission conflicts lead to consideration and development of alternative thoughts. However, personal conflicts are toxic to the team, and the manager should have to be eliminated immediately (Witt, 2011).

Thus, the next challenge is in hiring a proper people. Managers are unclear on where to get the best talent.

The selection process may fail to find the best candidates or let the hiring manager search for the best candidate in the right place. If a manager does not understand the right place, valuable time and resources to do in any investment. Many companies just need to recruit more employees when they are in big need. If the manager is recruited in an emergency staff, it is not easy to get the right staff, the company may casually hire an employee to discharge the company's operations. Thus, a hiring manager will be adjudicated by the public presentation of new employees within a strict and harsh period.

In the perceptions of the workers, the challenges they face are the lack of communication. This is normally the termination of a remote manager and does not know how to contact an employee at an individual or professional level (Branham, 2005). Workers feel disconnected from the organizational. This does not benefit the company's benefit because when employees feel undesirable, they tend to execute jobs in lower positions. Employees are not sure where they are in the company and suspect their goals at work. In the absence of communication, employees are difficult to progress in efficiency. Employees still believed that their execution is worse than managers who think they go.

Employees wanted the managers aware their achievements at work. They require feeling valued, as workers and as people (Branham, 2005). Communities often pay more attention to spending an income, not with their own employees, or even their clients. In the case of workers, workers rarely can be praised for their execution quality. When a company conducts performance evaluations, the result can be employed in a gross tone rather than motivating an employee. It becomes fear and workers may feel uncomfortable at work, rather than encouraging to reach more.

Most managers often dismiss the ideas of employees and create them feel neglected and useless. During the employment of the troupe, the staff became hard to take in the shiny future. If employees do not attend the company's future, why should they work hard? Employees who work hard to maintain society cannot be paid for their pride. Employers who choose to pay damages know that these workers will play hard for the minimum wage, and this employer will pay accordingly (Timpe, 1986). At the same time, the same employer will give more compensation to other workers who are not willing to pay the minimum compensation. The

dissatisfaction of this compensation leads to dissatisfaction because eventually, diligent workers will find that they are not compensated fairly for the quantity of worker labor.

Finally, if there is no chance for workers to grow in fellowship, it will contribute to employee frustration. Barriers in society may prevent workers from achieving their full potential (Branham, 2005). Such restrictions may include employment discrimination or company policy requiring recruitment from outside of the entourage. Organizations are not provided enough training opportunities for workers to do their jobs. These kind of organizations were lack the employees to devote to their company and be knowledgeable in their fields, and with adequate training, have the potential to perform well in higher positions.

Contributions by the managers in the workplace

This area focused on managers' behavior of the working climate. Studies found that the issue on business structure, implementation, communication, motivation, leadership, and decision-making abilities etc. Manager's contributions can be categorized as individual behavior, organizational behavior and group behavior to ensure the organizational effectiveness can be accomplished successfully. Managers' behavior always recognized when he/she reacts to the organizational plan, policies, processes, and so on. Learning, motivation, and leadership are considered as psychological theories because it focuses on the behavior of an individual in organizations. Likewise, researchers also pay attention to other elements such as learning, perceptual experience, belief and attitude of each person. A person joined the company as an intern and very happy to learn new things. This is a good example of personal analysis. It is highly concerned with the psychological theories of an individual as it studies motivation, perception, learning, value, and attitudes, the personality of an individual and tries to analyze how individual behave and react in different situations (Guerci, 2009).

Organizational behavior involves group dynamics, intra-group conflict and cohesion, leadership, power, normative, interpersonal communication, network and role research at group analysis. For example, a board of directors of the company decides to give a bonus to their workers as they have really worked hard on a certain project (Fuller, 2017). The impact of sociological factors upon organizational effectiveness at the

organizational system level. The reason is to examine the rapport between the organization, climate and the influence of climate on organizational structure, design, culture and organizational effectiveness. The behavioral consequences of this analysis are reflected by high productivity and quality and low absence, low conflict and turnover and customer complaints (Guerci, 2009).

In conclusion, manager's contribution in today's workplace is the most essential because managers' contribution in terms of abilities can increase the organizational effectiveness while increased the productivity of co-workers.

REVIEW ON THE PAST FINDINGS

Emotional intelligence and citizenship behavior are an essential component for managers in organizations because manager with high emotional intelligence level regulate their emotions and others in order to create positive interactions skilled management act. Thus, higher manager's citizenship behaviors in organizations will be a higher job performance (Wong and Law, 2002). In this review, managers' emotional intelligence and citizenship behavior contributed positively to the organization because employees are able to supervise and control their own and other emotions when handling with each other. Consequently, an employer that treated as corporate citizens of the organization will endure beyond the claim of their duty to help the organization. This review paper really makes a significant impact through past findings in terms of methodology, outcomes, and contribution. Table 6 represents the past findings in diverse studies to determine a substantial impact of managers' emotional intelligence and citizenship behavior of the organizations in identifying co-worker's performance in order to forecast the strength of an organization like corporate citizenship behavior among managers.

PRACTICAL IMPLICATIONS

This review only reveals the low view of the business community on the involvement of employees in measuring managers' effectiveness due to businesses that interested in public performances of their life history. This written review demonstrates the demands of HR managers to recognize all the instruments in their efforts to manage better in the workplace. Previous findings used to distinguish the outcomes and it will be used in different context for organizations in regard

Table 6: Empirical Studies on the Past Findings

Author/Year	Industry	Method	Data Analysis	Findings	Contribution
Sharma and Mahajan (2017)	State Bank Of India	Quantitative	SPSS v16	The Alpha Cronbach value of emotional intelligence is 0.964 and OCB is 0.958. Pearson correlation test results show that there is a significant relationship between emotional intelligence and employee OCB.	EI and CR really contributed to the organizational performance and productivity, while it assists the employees to perform in their job or work in such a way that guarantees the desired result for the organizational. Thus, increase commitment among workers in establishments.
Chooi Hwa <i>et al.</i> (2016)	Malaysia service organizations	Quantitative (Online survey – non-probability sampling – purposive / judgments)	PLS-SEM	The beta route coefficient is statistically significant between EI and OCB (b = .33, p <0.01).	The emotional contribution of managers to employees who are included in their duties and their managers should promote the importance of EI and OCB to employees by creating a positive affective environment that makes positive results in the organization.
Soltani <i>et al.</i> (2015)	Iranian Oil Pipeline and Telecommunication Company	Quantitative	PLS-SEM	The alpha Cronbach coefficient is used and the coefficients show that data collection tools have high reliability.	EI manager helps to build social relationships and respect workers in the organization. Increasing the employee's commitment to EI's temporary organization has the power to share with people and situations with confidence in all aspects of life and conveying power to respect by establishing relationships with employees. Citizenship behavior among managers increases the effectiveness of the organization.
Rezaei <i>et al.</i> (2014)	Sepah bank of Kermanshah city.	Quantitative	SPSS	There is a positive and significant relationship between EI and OCB workers.	Individual (manager) behaviors that arise from iriter insight and further more increases the efficiency and strength of organizational purpose. High EI can be designated as one of the qualification for employee's success in displaying OCB.
Hauzaee and Mirvaisi (2013)	Hospitality industry	Quantitative	Structural equation modeling (SEM)	EI has a positive effect on OCB hotel worker. in the model, this prediction received full support (t = 4.47; p<0:001).	EI helps to emulate one's emotions effectively while using and controlling emotions will drive voluntary and positive behavior. EI The Manager will create a positive work environment and enhance the organization's results significantly like the increase in OCB.

to the role of managers as elements that contribute to determining the military capability of workers or colleagues in the organizational. Consequently, this review will be beneficial for the top management, yet it is useful for researchers and practitioners to recognize the importance of intelligence, to insight the new dimensions and its' function to improve the managerial outcomes. Researchers said that emotional intelligence among managers is creating a sense of proactive thinking that differentiate each organizational manager by effective performance (Caruso and Salovey, 2004; Goleman, 1998). Moreover, managers' emotional intelligence is more responsive in a critical position in today's dynamic business climate because an effective manager will be more concentrated on planning and initiatives (Boyatzis and Ratti, 2009) in enhancing business performance (Sosik and Megerian, 1999; Zeidner et al., 2004). On the other hand, emotional intelligence is also recognized as an establishment of good relationships between managers and followers. This review is evident that managers are required to be responsible for engaging workers and address employees' problem at the workplace using their emotional intelligence ability in concerning employees' needs.

This review suggests that companies or organizations should place a high value on managers towards their goals and objectives. While making an effort to provide information to employees, managers should expand their leadership training that may be valuable in disseminating such information. In many cases, the senior manager involved lower management in decision making or policy decisions. Overall, managers' should have high emotional intelligence and citizenship behavior in order to display high working climate and capable of organizational changes that desire to create the better corporate image. As a competent manager, he/she should receive employees' complaints and desires to give input to the work climate to ensure organizational desires to perform high level and give good outcomes for everyone in terms of individual levels, organizational levels, and group levels.

CONCLUSION AND RECOMMENDATION

Managers' emotional behavior at the workplace will remain to be an appropriate area of all surveys in future because managers in organizations can be promoting a functional labor, emotion, emotional intelligence and

corporate citizenship behavior due to experience a better service climate that will enhance client satisfaction, loyalty, work climate and quality services in all countries. The recapitulation of past discovery gives great value and is supported by many organizations to use the creature. Thus, in this review, the future researcher should consider some limitations in order to deliver the better reliability of the results when examining these two factors (emotional intelligence and citizenship behavior). The potential opposition in the working group is the primary reason to get an inadequate knowledge by re-examination. To obtain more knowledge about this creature, a researcher can use other samples to ensure the result is reliable. Due to limited study, sample size and lack of employee input, important implications may be not addressed in this review so that researcher pay attention to find more data in terms of findings, benefits, effects and so on to further this topic and find the solution. Only about 360 ratings have been answered by the study group, but no direct rate structured courses have been observed by managers. Surprisingly, many human resource managers have not focused much on the use of employees to assess their performance. Some agreed that the idea will be highly valued while the majority say the reasons do not use the figure. Negative feedback of study participants on employee use to evaluate the performance of attractive managers and form the basis for further work.

The contribution of this review represents all practitioners, industry and researchers to determine more reliable method, instrument or data analysis in future studies because after evaluated the past findings in terms of methodology and contribution, researcher proposes future studies in qualitative and mixed methods to find reliability and validity of the results in emotional intelligence and citizenship behavior among managers in the workplace to ensure the match and challenges they face can contribute positively to the organization.

ACKNOWLEDGMENT

The authors would like to grab this opportunity to express our gratitude and deep thankfulness to encourage us to accomplish this paper. The writers are very appreciated and thankful to the editorial office and the committee members of IJHCUM for their efforts and time during the reassessment procedure.

CONFLICT OF INTEREST

The authors declare that no battles of interest affecting the publishing of this review paper.

REFERENCES

- Adabifirozjaee, S.; Abbaspour, A.; Azizishomami, M., (2014). The study of relationship between emotional intelligence and organizational citizenship behavior of high school teachers in Iran. *J. Appl. Sci. Agr.*, 9(6): 2457- 2465 (9 pages).
- Akhtar, R.; Boustani, L.; Tsvirikos, D.; Chamorro-Premuzic, T., (2015). The engageable personality: Personality and trait EI as predictors of work engagement. *Pers. Individ. Differ.*, 73: 44-49 (6 pages).
- Antony, J.M., (2013). The influence of emotional intelligence on organizational commitment and organizational citizenship behavior. *Int. J. Soc. Sci. Interdiscip. Res.* 2(3): 110-115 (6 pages).
- Arrighetti, A.; Landini, F.; Lasagni, A., (2014). Intangible assets and firm heterogeneity: Evidence from Italy. *Res. Policy.* 43(1): 202-213 (12 pages).
- Bolino, M.C.; Hsiung, H.H.; Harvey, J.; LePine, J.A., (2015). "Well, I'm tired of tryin'!" Organizational citizenship behavior and citizenship fatigue. *J. Appl. Psychol.*, 100(1): 56-74 (19 pages).
- Boyatzis, R. E.; Smith, M. L.; Van Oosten, E.; Woolford, L., (2013). Developing resonant leaders through emotional intelligence, vision and coaching. *Org. Dynamic.*; 42(1): 17-24 (8 pages).
- Boyatzis, R.E.; Good, D.; Massa, R., (2012). Emotional, social, and cognitive intelligence and personality as predictors of sales leadership performance. *J. Leadersh. Organ. Stud.*, 19(2): 191-201 (11 pages).
- Boyatzis, R.E.; Ratti, F., (2009). Emotional, social and cognitive intelligence competencies distinguishing effective Italian managers and leaders in a private company and cooperatives. *J. Manage. Dev.*, 28(9): 821-838 (18 pages).
- Branham, L., (2012). The 7 hidden reasons employees leave: How to recognize the subtle signs and act before it's too late. AMACOM Div American Mgmt Assn, New York.
- Camardella, M.J., (2003). Effective management of the performance appraisal process. *Employ. Relat. Today*, 30(1): 103-107 (5 pages).
- Campbell Pickford, H.; Genevieve, J., (2016). Organizational citizenship behaviors: definitions and dimensions. *Mutuality Bus.* 1: 1-10 (10 pages).
- Caruso, D. R.; Salovey, P., (2004). The emotionally intelligent manager: How to develop and use the four key emotional skills of leadership: John Wiley & Sons.
- Cavazotte, F.; Moreno, V.; Hickmann, M., (2012). Effects of leader intelligence, personality and emotional intelligence on transformational leadership and managerial performance. *Leadersh. Quart.*; 23(3): 443-455 (13 pages).
- Chang, C. S.; Chang, H. C., (2010). Moderating effect of nurses' customer-oriented perception between organizational citizenship behaviors and satisfaction. *West. J. Nurs. Res.* 32(5): 628-643 (16 pages).
- Chooi Hwa, M.A.; Amin, H., (2016). Why emotion at work matters: examining the influence of emotional labour and emotional intelligence on workplace behaviors among service workers in East Malaysia. *J. Malays. Stud.* 34(1): 79-105 (27 pages).
- Chuang, A.; Judge, T. A.; Liaw, Y. J., (2012). Transformational leadership and customer service: A moderated mediation model of negative affectivity and emotion regulation. *Eur. J. Wor. Org. Psychol.*; 21(1): 28-56 (29 pages).
- Dervitsiotis, K. N., (2001). Looking at the whole picture in performance improvement programmes. *Total. Qual. Manage.* 12(6): 687-700 (14 pages).
- Emmerling, R.; Boyatzis, R. E., (2012). Emotional and social intelligence competencies: cross cultural implications. *Cross. Cult. Manage. Int. J.* 19(1): 4-18 (15 pages).
- Erigüç, G.; Durkan Kose, S., (2013). Evaluation of emotional intelligence and communication skills of health care manager candidates: a structural equation modeling. *Int. J. Bus. Soc. Sci.* 4(13): 115-123 (9 pages).
- Fiedler, F.E.; Bass, A.R.; Fiedler, J.M., (1961). The leader's perception of co-workers, group climate, and group creativity: a cross-validation. Tech. Rep. No. TRI. Illinois University at Urbana Group Effectiveness Research Laboratory.
- Fox, J.; Zauderer, D., (1987). Emotional maturity – an important executive quality. *Manage. Solutions*, 32(9): 40-45 (6 pages).
- Fuimano, J., (2004). Raise your emotional intelligence. *Nurs. Manage.* 35 (7): 10-12 (3 pages).
- Fuller, J. B., (2017). *Organizational Behavior*. Pearson Education (6th edn.), Retrieved from: <http://www.referenceforbusiness.com/management/Ob-Or/Organizational-Behavior.html>
- Garcia, A.; Ocampo, R., (2016). Emotional intelligence and conscientiousness as predictors of organizational citizenship behavior. *Bedan. J. Psychol.*; 1: 62-70 (9 pages).
- George, J. M., (2000). Emotions and leadership: the role of emotional intelligence. *Hum. Relat.*, 55(8): 1027-1044 (18 pages).
- Goleman, D., (1998). *Working with emotional intelligence*: Bantam Books (464 pages).
- Goody, J.; Connelly, S.; Griffith, J.; Gupta, A., (2010). Leadership, affect and emotions: A state of the science review. *Leadersh. Quart.*, 21: 979-1004 (26 pages).
- Guerci, J., (2009). *Organizational Behavior-Level of Analysis, Levels of Organizational Behavior*.
- Hanzaee, K. and Mirvaisi, M., (2013). A survey on impact of emotional intelligence, organizational citizenship behaviors and job satisfaction on employees' performance in Iranian hotel industry. *Manage. Sci. Letters.* 3: 1395-1402 (8 pages).
- Harms, P. D.; Crede, M., (2010). Emotional intelligence and transformational and transactional leadership: a meta-analysis. *J. Leadersh. Organ. Stud.*, 17(1): 5-17 (13 pages).
- Hedges, K., (2015). Four ways to challenge employees to reach their potential. *Work in progress community*. Retrieved from: <https://www.forbes.com/sites/work-in-progress/2015/02/19/four-ways-to-challenge-employees-to-reach-their-potential/> (Accessed 19 February 2015)
- Hendon, M.; Powell, L.; Wimmer, H., (2017). Emotional intelligence and communication levels in information technology professionals. *Comput. Hum. Behav.*, 71: 165-171 (7 pages).
- Howard, A., (2006). Positive and negative emotional attractors and intentional change. *J.Manag. Dev.*, 25(7):732-742 (11 pages).
- Huang, C.C.; You, C.S.; Tsai, M.T., (2012). A multidimensional analysis of ethical climate, job satisfaction, organizational

- commitment, and organizational citizenship behaviors. *Nurs. Ethics*, 19(4): 513-529 (**17 pages**).
- Huang, J.; Wang, L.; Xie, J., (2014). Leader-member exchange and organizational citizenship behavior: the roles of identification with leader and leader's reputation. *Soc. Behav. Personal. Intern. J.* 42(10): 1699-1711 (**13 pages**).
- Hudson, (2014). Hudson leadership blueprint white paper: The right leaders for your organisation, today and tomorrow. Retrieved from: <https://uk.hudson.com/Portals/UK/documents/Research/Hudson-Leadership-Blueprint-Guide.pdf>
- Humphrey, R. H., (2002). The many faces of emotional leadership. *Leadership Quart.* 13: 493-504 (**16 pages**).
- Humphrey, R. H., (2012). How do leaders use emotional labor? *J. Organ. Behav.*, 33: 740-744 (**12 pages**).
- Hur, Y. H.; Van den Berg, P. T.; Wilderom, C. P. M., (2011). Transformational leadership as a mediator between emotional intelligence and team outcomes. *Leadersh. Quart.* 22: 591-603 (**13 pages**).
- Hurrell, S. A.; Scholarios, D.; Thompson, P., (2013). More than a humpty dumpty term: strengthening the conceptualization of soft skills. *Econ. Ind. Democracy.* 34(1): 161-182 (**22 pages**).
- Kaplan, S.; Cortina, J.; Ruark, G.; LaPort, K.; Nicolaidis, V. (2014). The role of organizational leaders in employee emotion management: A theoretical model. *Leadership Quart.*, 25(3): 563-580 (**18 pages**).
- Keshav, S.; Parul, M., (2017). Relationship between emotional intelligence and organizational citizenship behaviour among bank employees. *Pacif. Bus. Rev. Intern.*, 9(11): 20-29 (**10 pages**).
- Ketter, P. (2008). What's the big deal about employee engagement? *American. Soc. Train. Dev.*, 62(1): 44-49 (**6 pages**).
- Ketter, P., (2008). What's the big deal about employee engagement? *American. Soc. Train. Dev.*, 62(1): 44-49 (**6 pages**).
- Kluemper, D. H.; DeGroot, T.; Choi, S., (2013). Emotion management ability: predicting task performance, citizenship, and deviance. *J. Manage.*, 39(4): 878-905 (**28 pages**).
- Kolade, O.O.; Oluseye, O.O.; Osibanjo, O.A., (2014). Organizational citizenship behavior, hospital corporate image and performance. *J. Competitiveness*, 6(1): 36-49 (**14 page**).
- Lam, C. S.; O'Higgins, E. R. E., (2012). Enhancing employee outcomes: The interrelated influences of managers' emotional intelligence and leadership style. *Leadership. Org. Dev. J.*, 33(2): 149-174 (**26 pages**).
- Lawrence, J., (2007). Building an employee satisfaction survey. *Pers. Today*, 24(3): 26-27 (**2 pages**).
- Lew, Y.K.; Sinkovics, R.R.; Kuivalainen, O., (2013). Upstream internationalization process: roles of social capital in creating exploratory capability and market performance. *Int. Bus. Rev.*, 22(6): 1101-1120 (**20 pages**).
- Lim, B.T.H.; Loosemore, M., (2017). The effect of inter-organizational justice perceptions on organizational citizenship behaviors in construction projects. *Int. J. Project Manage.*, 35: 95-106 (**12 pages**).
- Lounsbury, J. W.; Sundstrom, E.; Levy, J. J.; Gibson, L. W., (2014). Distinctive personality traits of information technology professionals. *Comp. Info. Sci.*, 7(3): 38 (**1page**).
- Lu, X., (2014). Ethical leadership and organizational citizenship behavior: the mediating roles of cognitive and affective trust. *Soc. Behav. Personal. Int. J.*, 42(3): 379-389 (**10 pages**).
- Luo, H.; Liu, S., (2014). Effect of situational leadership and employee readiness match on organizational citizenship behavior in China. *Soc. Behav. Personal. Int. J.*, 42: 1725-1732 (**8 pages**).
- Mahembe, B.; Engelbrecht, A.S., (2014). The relationship between servant leadership, organizational citizenship behavior and team effectiveness. *SA. J. Indus. Psychol.*, 40(1): 0- 10 (**11 pages**).
- Marshall, G.W.; Moncrief, W.C.; Lassk, F.G.; Shepherd, C.D. (2012). Linking performance outcomes to salesperson organizational citizenship behavior in an industrial sales setting. *J. Pers. Selling Sales Manage.*, 32(4): 491-501 (**11 page**).
- Marzuki, N. A.; Mustaffa, C. S.; Saad, Z. M., (2015). Emotional intelligence: its relations to communication and information technology skills. *Asi. Soc. Sci.*, 11(15): 267-274 (**8 pages**).
- Matthews, G.; Zeidner, M.; Roberts, R. D., (2012). Emotional intelligence: a promise unfulfilled? *Jap. Psychol. Res.*, 54(2): 105-127 (**23 pages**).
- Mayer, J. D.; Caruso, D. R.; Salovey, P. (2000). Selecting a measure of emotional intelligence: The case for ability scales. In R. Bar-On & J. D. A. Parker (Eds.), the handbook of emotional intelligence: Theory, development, assessment, and application at home, school, and in the workplace. Jossey-Bass, San Francisco, 320-342 (**24 pages**).
- Mayer, J. D.; Salovey, P.; Caruso, D. R., (2008). Emotional intelligence: new ability or eclectic traits? *AM. Psychol.*, 63(6): 503-517 (**15 pages**).
- Mayer, J.D.; Salovey, P., (1997). What is emotional intelligence?, In Salovey, P and Sluyter, D. (eds.) *Emotional development and emotional intelligence: Educational Implications*. 3-31 (**29 pages**).
- Meers, K. A., (2007). Contextual barriers to strategic implementation: an examination of frontline perspectives. *J. Am. Acad. Bus.*, 11(2): 11-16 (**6 pages**).
- Miao, C.; Humphrey, R.H.; Qian, S., (2017). Are the emotionally intelligent good citizens or counterproductive? A meta-analysis of emotional intelligence and its relationships with organizational citizenship behavior and counterproductive work behavior. *Pers. Individ. Diff.*, 116: 144-156 (**11 pages**).
- Moquin, R.; Riemenschneider, C. K., (2014). IT professionals and their psychological contract in the IT profession. Paper presented at the 2014 47th Hawaii International Conference on System Sciences (HICSS), Waikoloa, HI, USA. 3970-3979 (**10 pages**).
- Moradi Aval, S; Haddadi, E; Keikha, A., (2017). Investigating the effect of organizational citizenship behavior (OCB) components on organizational agility. *Interdisipl. J. Edu.*, 1(2): 59- 67 (**9 pages**).
- Murali Krishna, V.; Joice Swarnalatha, R., (2016). A study on emotional intelligence levels of the employees and its impact on their organizational commitment- with special reference to teaching faculties of Technical Education, Tirupati. *Bonfring Int. J. Indust. Eng. Manage. Sci.*, 6(2): 31-37 (**7 pages**).

- Nafukho, F. M., (2009). Emotional intelligence and performance: need for additional empirical evidence. *Adv. Develop. Hum. Resour.*, 11(6): 671–689 (**19 pages**).
- Naghdi, M.; Shatalebi, B., (2013). The predictability of the organizational citizenship behavior through emotional intelligence dimensions in personnel of Isfahan municipality. *Kuwait Chapter of Arabian. J. Bus. Manage. Rev.*, 2(5): 36-44 (**9 pages**).
- Newman, A.; Ucbasaran, D.; Zhu, F.; Hirst, G., (2014). Psychological capital: a review and synthesis. *J. Organ. Behav.*, 35: 120–138 (**19 pages**).
- Okurame, D., (2012). Impact of career growth prospects and formal mentoring on organizational citizenship behavior. *Leadersh. Organ. Dev. J.*, 33: 66–85 (**20 pages**).
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, Lexington Books, MA.
- Pavalache-Ilie, M., (2014). Organizational citizenship behavior, work satisfaction, and employees' personality. *Procedia – Soc. Behav. Sci.*, 127: 489–493 (**5 pages**).
- Pelit, E.; Ayana, C., (2016). The effect of emotional intelligence on organizational cynicism, research on hotel employees. *J. Bus. Res. Turk.*, 8(2): 45-76 (**32 pages**). (In Turkish).
- Petrides, K. V.; Furnham, A., (2003). Trait emotional intelligence: Behavioural validation in two studies of emotion recognition and reactivity to mood induction. *Eur. J. Pers.*, 17: 39–75 (**37 pages**).
- Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M. and Blume, B.D. (2009) Individual-level and organizational-level consequences of organizational citizenship behaviors. A meta-analysis. *J. Appl. Psychol.*, 94(1): 122–141 (**20 page**).
- Podsakoff, P. M.; Mackenzie, S. B., (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestions for future research. *Hum. Perform.*, 10: 133-151 (**20 page**).
- Rahim, M. A., (2014). A structural equations model of leaders' social intelligence and creative performance. *Creativ. Innov. Manage.*, 23(1): 44-56 (**13 page**).
- Rajah, R., Song, Z. and Arvey, R.D., 2011. Emotionality and leadership: Taking stock of the past decade of research. *Leadership Quart.*, 22(6): 1107-1119 (**13 pages**).
- Rajah, R.; Song, Z.; Arvey, R. D., (2011). Emotionality and leadership: taking stock of the past decade of research. *Leadership. Quart.*, 22: 1107–1119 (**13 pages**).
- Rezaei, N.; Lorzangeneh, M.; Khedervisi, H., (2014). The relationship between emotional intelligence with organizational citizenship behavior (Case study: The Employees of Sepah Bank Branches of Kermanshah). *J. Appl. Environ. Biol. Sci.*, 4(11):107-111 (**5 pages**).
- Salovey, P.; Mayer, J. D., (1990). Emotional intelligence. *Image. Cogn. Pers.*, 9(3): 185-211 (**27 pages**).
- Sepehriki, A.; Shirazi, M.; Sargazi, M., (2016). Relationship between Emotional intelligence and organizational citizenship behaviors of employees among private banks in Zahedan. *Elect. J. Biol.*, 12(4): 390-393 (**4 pages**).
- Sharma, K.; Mahajan, P., (2017). Relationship between emotional intelligence and organizational citizenship behavior among bank employees. *Pacif. Bus. Rev. Int.*, 9(11): 20-29 (**10 page**).
- Sharma, K.; Mahajan, P., (2017). Relationship between emotional intelligence and organizational citizenship behavior among bank Employees. *Pac. Bus. Rev. Int.*, 9(11): 20-29 (**10 pages**).
- Shih, S.-P.; Lie, T.; Klein, G.; Jiang, J. J., (2014). Information technology customer aggression: the importance of an organizational climate of support. *Inf. Manage.*, 51(6): 670-678 (**9 pages**).
- *im'ek, E.; Akta°, H., (2013). The evaluation of communication skills and emotional intelligence in the context of work values. Paper presented at the International Conference on Communication, Media, Technology and Design, (ICCMTD) Famagusta – North Cyprus, 277-280 (**5 pages**).
- Soltani, M.; Dolat-Abadi, H.R., (2015). Investigating the emotional intelligence and citizenship behavior on productivity with emphasis on spiritual intelligence (Iranian Oil Pipeline and Telecommunication Company). *J. Agri. Sci. Eng.*, 1(2): 49-64 (**16 pages**).
- Soo, H. S.; Ali, H. (2017). Can stressed employees perform organizational citizenship behavior? *J. Adv. Manage. Sci.*, 5(2): 121-126 (**6 pages**).
- Sosik, J. J.; Megerian, L. E., (1999). Understanding leader emotional intelligence and performance: The role of self-other agreement on transformational leadership perceptions. *Group. Organ. Manage.*, 24(3): 367-390 (**24 pages**).
- Story, J. S. P.; Youssef, C. M.; Luthans, F.; Barbuto, J. E.; Bovaird, J. (2013). Contagion effect of global leaders' positive psychological capital on followers: Does distance and quality of relationship matter? *Intern. J. Hum. Resour. Manage.*, 4: 2534–2553 (**20 pages**).
- Syed Nadeem Abbas, H., (2014). The relationship between emotional intelligence (EI) and organizational citizenship behavior (OCB): the moderating role of Islamic Work Ethics (IWE). *ASEAN. J. Psychiatr.*, 16 (1): 95-105 (**11 pages**).
- Timpe, A. D., (1986). *Motivation of personnel: Art and Science of Business Management*. Facts on File Publications, New York.
- Vaida, S.; Opre, A., (2014). Emotional intelligence versus emotional competence. *J. Psychol. Edu. Res.*, 22(1): 26-33 (**8 pages**).
- Walter, F.; Bruch, H., (2009). An affective events model of charismatic leadership behavior: a review, theoretical integration, and research agenda. *J. Manage.*, 35: 1428–1452 (**25 pages**).
- Walter, F.; Cole, M. S.; Humphrey, R. H., (2011). Emotional intelligence: Sine qua none of leadership or folderol? *Acad. Manage. Persp.*, 25(1): 45–59 (**15 pages**).
- Wee, Y.G.; Ahmad, K.Z.; Fen, Y.S., (2012). Promoting organizational citizenship behavior through high involvement human resource practices: an attempt to reduce turnover intention. *GSTF J. Law. Soc. Sci. (JLSS)*, 1(1): 163-168 (**6 pages**).
- Wilkerson, J. W., (2012). An alumni assessment of MIS related job skill importance and skill gaps. *J. Inf. Syst. Edu.*, 23(1): 85-97 (**10 pages**).
- Witt, D., (2011). The Challenge of Working in Teams-Dealing with Conflict. In *Collaboration, Communication, Personality, Teambuilding, Teamwork, Work Teams*. Ken Blanchard Webinar and Online Chat–Healing the Wounded Organization. Retrieved from: <https://leaderchat.org/2011/04/18/the-challenge-of-working-in-teams%E2%80%94dealing-with-conflict/>.
- Wong, C.S.; Law, K.S., (2002). The effects of leader and follower emotional intelligence on performance and attitude:

- An exploratory study. *Leadersh. Quart.*, 13(3): 243-274 (**32 pages**).
- Yulianti, P., (2014). Building organizational citizenship behavior with creative organizational climate support: A conceptual framework in Higher Education. *Int. Res. J.*, 5 (3): 98-106 (**9 pages**).
- Zehir, C.; Muceldili, B.; Altindag, E.; ehitoglu, Y.; Zehir, S., (2014). Charismatic leadership and organizational citizenship behavior: the mediating role of ethical climate. *Soc. Behav. Pers. Intern. J.*, 42(8): 1365-1375 (**11 pages**).
- Zeidner, M.; Matthews, G; Roberts, R. D., (2004). Emotional intelligence in the workplace: A critical review. *Appl. Psychol.*, 53(3): 371-399 (**29 pages**).