

THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

The present study aimed at investigating the relationship between emotional intelligence and organizational citizenship behavior among several organizations. The population of this study included the employees of the Cultural Heritage, Handicraft and Tourism Administration of Razavi Khorasan,Mashhad. Accordingly, the Bradbury-Graves emotional intelligence questionnaire (2007) and the Oregon and Kanovsky organizational citizenship behavior (1996) were used for data collection in order to measure the basic concepts of the study. The reliability of the questionnaires was calculated by Cronbach's alpha for the two mentioned variables as 0.828 and 0.723. Although such questionnaires are standard and have been used repeatedly around the world, the experts' opinions were used to ensure the test reliability. In addition, the validity and reliability of the questionnaires were re-examined for more accuracy in using such questionnaires. The final results of this study in SPSS16 indicated a significant relationship between emotional intelligence and its dimensions (including self-awareness, self-management, social awareness and relationship management) with organizational citizenship behavior of the employees of the Cultural Heritage, Handicraft and Tourism Administration.

Keywords

Emotional intelligence, organizational citizenship behavior, Cultural Heritage, Handicraft and Tourism Administration

Introduction

The present world is being industrialized at a high speed increasing the necessity of innovation, flexibility, productivity, and accountability for the survival and success of organizations. Thus, some new standards should be developed for organizations to respond to global challenges and provide the employees with an appropriate background and the most suitable skills. Therefore, psychologists emphasize that the employees of organizations should act beyond their formal tasks. Such a concept is more significant in the service sector due to the abundant and face-to-face interaction with customer as well as the nature of services (Garg &

Rastogi, 2006). Organizational Citizenship Behavior (OCB) is one of the skills which can help employees in this way. Such a category refers to the personal behaviors arising from the attitudes of individuals increased the efficiency and effectiveness of the organization's performance but are not explicitly encouraged through the formal reward system (Organ, 1988) (Burns & Carpenter, 2008). Organizational citizenship behavior is moving beyond the expected minimum performance (Burns & Carpenter, 2008) (Moran, 2003).

On the other hand, the studies of different researchers such as Goleman, Boyatzis et al. etc., indicated that emotional intelligence is one of the factors playing a highly critical role in the successful fulfillment of job tasks (Goleman,

1998) (Goleman, 1995) (Boyatzis et al., 2000). The individuals with high emotional intelligence have the art of interaction and the skill of controlling the feelings of others. Such skills strengthen the popularity, leadership, and personal influence and succeeding the person in any kind of social activity and intimate communication with others. Such individuals, with their inner attitude about the emotional tendencies of themselves and others, indicate the best performance in different life situations (Ewazi, 2006).

All the above-mentioned factors prove that emotional intelligence can be considered as one of the prerequisites for employees' success in organizational citizenship behavior. Based on this hypothesis, the present study aimed at investigating the correlation between emotional intelligence and organizational citizenship behavior in tourism industry, which is one of the most influential professions in the society, in terms of service as one of the most important professions, so its personnel should have a high degree of organizational citizenship behavior. For this purpose, the employees of Cultural Heritage and Tourism Industry Organization of Mashhad were selected as research population.

Considering that the tourism industry is one of the most profitable industries in the world today, appropriate behaviors in the workplace to gain customer trust and satisfaction on one hand and have helpful behavior to escape the pressure of hard work and helping the economy of the country, on the other hand, is very necessary. In this regard, the appropriate interaction of the employees with each other and the correct communication with client is an issue which will result in organizational benefit and productivity. However, the high pressure on consecutive days may lead to the reduction and erosion of appropriate communication methods, decreased level of service to the customer, less attention to human resources by the organization, and non-consideration of the interests of the organization by employees. Obviously, organizations are obliged to develop human resources in order to continue their social and economic life. In today's competitive environment, the level of obedience and loyalty of employees to the organization is

highly significant. Accordingly, the results of the studies indicated that employees require a voluntary sense of duty, friendship, altruism, and respect for having an appropriate performance. organizational citizenship behavior is one of the new, growing, and completely related concepts about extra-role behaviors attracting the attention of researchers and managers of organizations as an effective factor in the organization. (Bateman and Organ, 1983). In organizational and management discussions, the personal and voluntary behaviors which are not designed directly by formal reward systems are called organizational citizenship behavior resulting in the increased effectiveness and efficiency of the performance. Through this definition, human as an organizational citizen is expected to work for the organization's targets more than the requirements of its role and beyond the formal tasks (Doustar, 2003).

The incidence of such behaviors in an organization depends on internal and external factors. Identifying the internal variables is of great significance due to the low level of attention and more stability of its effects to reinforce and use in policies and organizational practices. Emotional intelligence of employees is one of the internal variables which can directly and indirectly affect such behaviors. The employees with a high level of emotional intelligence are more skilled in creating and managing the emotions of themselves and others in order to create positive interactions. Therefore, organizational behavior will be higher leading to higher job performance (Wong & Law, 2002).

The organizational citizenship behavior structure seeks to identify, manage, and evaluate the extra-role behaviors of the employees working in the organization while the organizational effectiveness increases as a result of these behaviors. On the other hand, a person with emotional intelligence can improve and control his emotions and understand their effects and behave in such a way enhancing the spirits of himself and others. In this regard, the main question of this study was whether this kind of extra-role behavior i.e., organizational citizenship behavior, is related to the emotional intelligence of the employees or not? Accordingly, considering

the importance of these behavioral variables in the Cultural Heritage, Handicraft and Tourism Administration, the effects of the competence of emotional intelligence as an explanatory variable in the incidence of employees' civil behavior were tested.

Research methodology

The present study was a descriptive correlational research in terms of subject, was applied in terms of purpose, and survey in terms of methodology. The population of this study included 110 employees of the Cultural Heritage, Handicraft and Tourism Administration of Mashhad. Since the simultaneous access to the entire population of 110 subjects was not feasible and a large number of employees were often outside the organization, a simple random sampling method was used for a number of sample members having all characteristics of the statistical population. Accordingly, a number of 50 employees were randomly selected as described below.

$$n = \frac{Nz_{\alpha/2}^2 \cdot pq}{(N-1)\varepsilon^2 + z_{\alpha/2}^2 \cdot p \cdot q} = \frac{110 \cdot 1.96^2 \cdot 0.5 \cdot 0.5}{109 \cdot 0.01 + 1.96^2 \cdot 0.25} \approx 51$$

In order to evaluate the basic concepts of the research, the Bradbury-Graves emotional intelligence questionnaire (2007) including 28 questions and the Oregon and Kanovsky organizational citizenship behavior (1996) including 15 questions were used.

Bradbury-Graves emotional intelligence questionnaire: This test was based on Daniel Goleman's four dimensions of emotional competency model including 28 questions based on Likert Scale.

Podsakoff Citizenship Behavior Questionnaire: This questionnaire was in accordance with the dimensions of the citizenship behavior model of the organization including 15 questions. The questionnaires used in the research were standard and widely used in the world. Since the questionnaires were translated from English, the researcher reviewed their validity and reliability again. The experts' opinions were used to ensure the reliability of the test. Then, the Cronbach's alpha method was used to test the reliability as described below.

Table 1. The measurement of Cronbach's alpha for the questionnaires

Questionnaire subject	Reliability		
	Number of questions	Cronbach's alpha based on standardized data	Cronbach's alpha
Emotional Intelligence	28	.828	.815
Citizenship behavior	15	.723	.681

Based on the above Table, the Cronbach's alpha value of 0.828 was calculated for the emotional intelligence questionnaire indicating a good reliability. However, another Table illustrated the effects of eliminating the questions in reliability. Based on the appropriate level of reliability, eliminating the questions was not required for enhancing the reliability. However, Cronbach's alpha value for the citizenship behavior

questionnaire was but Cronbach's alpha value for the citizenship behavior questionnaire is 0.681 which is weaker. In addition, this Cronbach's alpha value was 1.1, which is a good value, by eliminating one of the questions. In this study, SPSS16 software, Kolmogorov-Smirnov, Pearson correlation coefficient, T-test, and Friedman test were used for data analysis.

Findings

The main hypothesis: There is a significant relationship between emotional intelligence and

employee's citizenship behavior.

Table 2. Testing the significant relationship between emotional intelligence and citizenship behavior

Questionnaire type		Organizational Citizenship Behavior (OCB)
Emotional Intelligence EQ	Pearson Correlation Coefficient	0.349*
	statistical significance of P-value	0.013
	Number of observations	50

Based on Table 2, Pearson correlation coefficient between emotional intelligence and citizenship behavior was estimated to be 0.349. In addition, based on the statistical significance of 0.013, which was less than 0.05, it can be concluded that the relationship between emotional intelligence and citizenship behavior is significant for **First sub-hypothesis:**

employees of the Cultural Heritage, Handicraft and Tourism Administration of Mashhad. Therefore, the main hypothesis was confirmed due to the above-mentioned test for the studied sample.

Table 3. The correlation test between citizenship behavior and self-awareness component of emotional intelligence

		Self-awareness
Citizenship behavior	Pearson Correlation Coefficient	0.34
	statistical significance of the test	0.019
	Number of observations	47

Based on the above table, the statistical significance of the correlation between citizenship behavior and self-awareness was 0.019, which

was less than 0.05. Thus, citizenship behavior had a significant relationship with self-awareness.

Table 4. The correlation test between citizenship behavior and self-management component of emotional intelligence

		Self-management
Citizenship behavior	Pearson Correlation Coefficient	0.282
	statistical significance of the test	0.055
	Number of observations	47

The statistical significance of the correlation between citizenship behavior and self-management was 0.055, which was larger than 0.05 rejecting the presence of a significant relationship.

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Third sub-hypothesis:

Table 5. The correlation test between citizenship behavior and social awareness component of emotional intelligence

		Social awareness
Citizenship behavior	Pearson Correlation Coefficient	0.281
	Statistical significance of the test	0.051
	Number of observations	49

The statistical significance of the correlation between citizenship behavior and social awareness

was 0.051, which was larger than 0.05 rejecting the presence of a significant relationship. Fourth sub-hypothesis:

Table 6. The correlation test between citizenship behavior and management component of emotional intelligence

		relations management
Citizenship behavior	Pearson Correlation Coefficient	0.237
	Statistical significance of the test	0.109
	Number of observations	47

The statistical significance of the correlation between citizenship behavior and relations management was 0.109, which was larger than 0.05 rejecting the presence of a significant relationship.

Table 7. Correlation significance test

	Components of Citizenship Behavior (OCB)	Altruism	conscience	Chivalry	Civil behavior	Politeness and consideration
Emotional Intelligence EQ	Pearson Correlation Coefficient	0.112	0.196	0.018	0.453**	.503*
	Statistical significance of the test	0.440	0.173	0.901	0.001	0.000
	Number of observations	50	50	50	50	50

Based on Table 7, the Pearson correlation coefficient between emotional intelligence and the components of citizenship behavior is as follows:

- A. Correlation coefficient between emotional intelligence and altruism was 0.112 and based on the statistical significance which was 0.44 and more than 0.05, there was no relationship between emotional intelligence and altruism among the employees of the Cultural Heritage, Handicraft and Tourism Administration of Mashhad.
- B. The correlation coefficient between

emotional intelligence and conscience was calculated as 0.196. According to the significance of the test, which was 0.173 and more than 0.05, there was no significant relationship between emotional intelligence and conscience among the employees of the Cultural Heritage, Handicraft and Tourism Administration of Mashhad.

- C. The correlation coefficient between emotional intelligence and chivalry was calculated as 0.018. According to the significance of the test, which was 0.901

and more than 0.05, there was no significant relationship between emotional intelligence and chivalry among the employees of the Cultural Heritage, Handicraft and Tourism Administration of Mashhad.

D. The correlation coefficient between emotional intelligence and civil behavior was calculated as 0.453. According to the significance of the test, which was 0.001 and less than 0.05, there was a significant relationship between emotional intelligence and civil behavior among the employees of the Cultural Heritage, Handicraft and Tourism Administration of Mashhad.

E. The correlation coefficient between emotional intelligence and politeness and consideration was calculated as 0.503. According to the significance of the test was less than 0.05, there was a significant relationship between emotional intelligence and politeness and consideration among the employees of the Cultural Heritage, Handicraft and Tourism Administration of Mashhad.

Therefore, it can be concluded that emotional intelligence has a significant relationship with the components of civil behavior as well as politeness and consideration.

Table 8. Correlation test of emotional intelligence components with each other

		Self-awareness	Self-management	Social awareness	Relations management
Self-awareness	Pearson correlation coefficient	1	0.474	0.54	0.445
	Statistical significance of the test		0.001	0.000	0.002
	Number of observations	47	44	46	44
Self-management	Pearson correlation coefficient	0.474	1	0.518	0.529
	Statistical significance of the test	0.001		0.000	0.000
	Number of observations	44	47	47	44
Social awareness	Pearson correlation coefficient	0.54	0.518	1	0.402
	Statistical significance of the test	0.000	0.000		0.006
	Number of observations	46	47	49	46
Relations management	Pearson correlation coefficient	0.445	0.529	0.402	1
	Statistical significance of the test	0.002	0.000	0.006	
	Number of observations	44	44	46	47

Obviously, there was a significant relationship between the components of emotional intelligence. The statistical significance for the

correlation test between all components of emotional intelligence was less than 0.05.

Therefore, all components of emotional intelligence had a significant relationship.

Based on the above correlation, the following regression model was calculated for the

independent variable of emotional intelligence and the dependent variable of citizenship behavior, which is discussed below. The proposed model is as follows:

Table 9. Factor analysis table of citizenship behavior regression on emotional intelligence

ANOVA table						
Statistical significance	F statistic	average of squares	Degree of freedom	sum of squares	Model	
.022 ^a	3.255	113.556	4	454.223	Regression	1
		34.883	36	1255.777	Remainder	
			40	1710.000	Total	

As the statistical significance showed, the regression model was significant. Thus, the model coefficients were entered using the table:

$$Y = 24.265 + 0.578x_1 + 0.368x_2 + 0.016x_3 + 0.028x_4$$

In the above model, self-awareness was the first variable, self-management was the second variable, social awareness was the third one, and relations was the fourth variable. In addition, citizenship behavior was the dependent variable. Based on the beta coefficients (standardized

coefficients), in the above model, self-management had the maximum effect on response.

Here is the study of the relationship between emotional intelligence and gender, marital status, academic degree, age and work experience.

Table 10. Correlation significance test

		age	marital status	marital status	academic degree	work experience
Emotional intelligence	Pearson correlation coefficient	0.102	0.181	-0.231	-0.10	0.053
	Statistical significance of the test	0.481	0.208	0.107	0.902	0.716
	Number of observations	50	50	50	50	50
age	Pearson correlation coefficient	1	0.361*	-0.351*	0.076	0.855**
	Statistical significance of the test		0.01	0.012	0.601	.000
	Number of observations	50	50	50	50	50
Marital status	Pearson correlation coefficient	0.361*	1	-0.149	0.137	0.416**

	Statistical significance of the test	0.01		0.302	0.343	0.003
	Number of observations	50	50	50	50	50
gender	Pearson correlation coefficient	-0.351*	-0.149	1	-0.072	-0.429**
	Statistical significance of the test	0.012	0.302		0.618	0.002
	Number of observations	50	50	50	50	50
Academic degree	Pearson correlation coefficient	0.076	0.137	-0.072	1	0.071
	Statistical significance of the test	0.601	0.343	0.618		0.622
	Number of observations	50	50	50	50	50
Work experience	Pearson correlation coefficient	0.855**	0.416**	-0.429**	0.071	1
	Statistical significance of the test	.000	0.003	0.002	0.622	
	Number of observations	50	50	50	50	50

Based on Table 10, the statistical significance of the relationship between emotional intelligence and gender, age, marital status, academic degree, and work experience were all more than the significant level of 0.05. Therefore, there was no significant relationship between them.

However, a marginal analysis and statistical significance indicated a significant relationship between age, marital status ,and work experience. In other words, the higher the age is, the more likely is the marital status and work experience. This conclusion is logically clear and is confirmed in this example.

Table 11. The correlation test of citizenship behavior

		age	marital status	marital status	academic degree	work experience
citizenship behavior	Pearson correlation coefficient	0.280 *	-0.008	-0.148	0.008	0.221
	Statistical significance of the test	0.049	0.956	0.304	0.953	0.124

	Number of observations	50	50	50	50	50
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Based on Table 11 and statistical significance, citizenship behavior had only a significant relationship with age.

At this section, T-test was used for one sample based on the normality of distribution and the

standard score of emotional intelligence in Iran, which was 94.

Table 12. One –sample T -test for emotional intelligence

One-Sample Test						
emotional intelligence	Tested value- 94					95% Confidence interval Mean difference
	T statistic	Degree of freedom	Statistical significance of the test	Mean difference		
	16.2	48	.000	28.4	24.877	31.9230

Considering the statistical significance of the test in Table 12, which was less than 0.05, the H0 hypothesis stating the equal emotional intelligence among the employees of the Cultural Heritage, Handicraft and Tourism Administration of Iran. given the positive mean value difference of 28.4, the emotional intelligence of the employees of the Cultural Heritage, Handicraft and Tourism Administration of Iran was more than its standard value in Iran.

Handicraft and Tourism Administration of Mashhad. Thus, the main hypothesis was confirmed based on the above test, i.e., citizenship behavior is directly influenced by the emotional intelligence of individuals. In other words, the extra-role behaviors in the organization will be promoted by increasing the emotional capabilities of employees in individual and social dimensions. The reason is that the competence of emotional intelligence among the employees creates a pleasant emotional feeling to the organization and colleagues resulting in the sense of belonging, identity and self-confidence among the employees. As a result, they fulfill the relations management, behaviors, and cooperation in the organization with more motivation, satisfaction, and commitment resulting in the appearance of citizenship behaviors in the organization. The results obtained from the main hypothesis of the study were consistent with the studies of Carmeli and Nihal (2005), Solan 288 (2009), Carmeli and Jassman 289 (2006), Modasir and Seong 290 (2008), Richard Hammer 291 (2007), Korkmaz and Apaji 292 (2009) , Anwar Khalid et al. (2009), Kei Jin (2009), El Di Wakarall 294 (2004), Sketchler (2005) and Ossalami (2009).

The first to fourth sub-hypotheses related to the correlation of citizenship behavior with emotional intelligence components confirmed the significant correlation between organizational citizenship behavior and emotional intelligence components resulting in the design of the regression model of citizenship behavior on the components of

Discussion and conclusion

Based on descriptive results, 60% of the respondents were male while 40% were female indicating the more male employees of this organization than females. In terms of age range, the age of 30 - 35 years had the highest frequency. 82% of participants were married while 18% were single indicating the majority of employees in this organization as married. In terms of academic degree, 60% had a bachelor's degree showing a high proportion and it can be generalized that most employees had a bachelor's degree. The maximum work experience was 10 to 15 years, including 38% of the respondents.

Considering the results of Pearson correlation coefficient between emotional intelligence and citizenship behavior as 0.349, it can be concluded that the relationship between emotional intelligence and citizenship behavior is significant for the employees of the Cultural Heritage,

emotional intelligence. The obtained results indicated a significant relationship between the "self-awareness" component of emotional intelligence and the organizational citizenship behavior of the employees as briefly described below.

There is a significant relationship between citizenship behavior and self-awareness component of emotional intelligence among the employees.

Based on the statistical significance, the correlation between citizenship behavior and self-awareness was 0.019, which was less than 0.05. Therefore, citizenship behavior has a significant relationship with self-awareness. In the table above, the first hypothesis of the research, based on the existence of a significant relationship between self-awareness and organizational citizenship behavior of employees, was accepted based on the correlation coefficient. The reason is that the people with high self-awareness are able to identify their feelings and understand their effects, recognize their strengths and limitations, and have an appropriate understanding of personal values and abilities. Such an issue strengthens the emotional self-awareness, accuracy in self-assessment and self-confidence in such a way that to increase appropriate communication methods with others, appropriate control of behavior, friendship with working conditions and extra-role behaviors and citizenship at the organization level. In other words, the person with self-awareness feelings has more ability to use internal and personal characteristics in positive-behavioral interactions to foster jobs and achieve organizational goals.

The second sub hypothesis was on the correlation of citizenship behavior with the self-management component of emotional intelligence among the employees that was not confirmed. Considering that the statistical significance of the correlation between citizenship behavior and self-management component was 0.055 and greater than 0.05, the presence of a significant relationship was rejected.

The third sub hypothesis was on the correlation between citizenship behavior and the social awareness component of emotional intelligence among the employees that was not confirmed.

Considering that the statistical significance of the correlation between citizenship behavior and social awareness component was 0.051 and greater than 0.05, the presence of a significant relationship was rejected.

The fourth sub hypothesis was on the correlation between citizenship behavior and the relations management component of emotional intelligence among the employees that was not confirmed.

Considering that the statistical significance of the correlation between citizenship behavior and relations management component was 0.109 and greater than 0.05, the presence of a significant relationship was rejected. Studying the relationship between emotional intelligence and the components of citizenship behavior showed a significant relationship between emotional intelligence and the components of citizenship behavior. Thus, the results indicated that emotional intelligence had a significant relationship with the components of civil behavior as well as politeness and observation.

Furthermore, the statistical analyses showed no statistical significant relationship between emotional intelligence and demographic variables (such as age, gender, marital status, academic degree, and work experience). In relation to the relationship between the variables of citizenship behavior and demographic variables such as gender, marital status, academic degree, and work experience, only the correlation between citizenship behavior and age was confirmed.

According to the T-test for comparing the average emotional intelligence of employees with its standard value in Iran and the results of the emotional intelligence scores obtained by the employees in the Cultural Heritage, Handicraft and Tourism Administration, it was indicated that such a value was bigger than its standard in Iran which was 94.

As a result, organizational citizenship behavior has a significant relationship with self-awareness component of emotional intelligence among the employees. On the other hand, it is concluded that emotional intelligence has a significant relationship with the components of civil behavior, politeness, consideration, and citizenship behavior. In addition, the statistical

analysis showed no statistical significant relationship between emotional intelligence and demographic variables. In terms of the relationship between organizational citizenship behavior variables and demographic variables, it was found that the correlation between the variable of citizenship with age was confirmed. Based on the organizational results of the research variables, a professional career path in the internal organization should be developed. The research limitations, at the time of distributing the questionnaire, included the lack of information about the availability of sufficient opportunities, psychological and psychological conditions, and the security of respondents. Such a limitation may reduce the accuracy of accountability due to the fact that the questionnaires sought to measure the emotional state of the individuals in the organization. One of the most important limitations, which is a specific aspect of humanities research is the impact of the variables which are beyond the control of the researcher and their effect on the research results is not far-reaching, so that they are impossible to be examined or controlled by the researcher. For example, in the present study, the variables such as religion, regional culture, climatic conditions, etc. can affect some of the relationships in the study.

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