



**The Effect of Emotional Intelligence on Unproductive Work Behavior
And Organizational Citizenship Behavior
(Case Study of Employees of Sports And Youth Departments in
Zanjan Province- Iran)**

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Abstract

This study aimed to investigate the effect of emotional intelligence on unproductive work behavior and organizational citizenship behavior. The research was of a practical and survey type. The study population consisted of all employees of sports and youth departments of Zanjan province, which is a total of 315 people. Using Morgan table, the sample size was determined to be 172 people. Finally, out of 172 distributed questionnaires, 160 completed questionnaires were used to analyze the data. Data collection tools included a questionnaire "The effect of emotional intelligence on unproductive work behavior and organizational citizenship behavior of Jung and Eun". This questionnaire has 26 questions, of which 16 questions are related to emotional intelligence, 5 questions are related to unproductive work behavior and 5 questions are related to organizational citizenship behavior. Data analysis was performed through path analysis and structural equation modeling using LISREL software. According to the research findings, there was a significant inverse relationship between emotional intelligence and unproductive work behavior and a positive and significant relationship between emotional intelligence and organizational citizenship behavior, and an inverse and significant relationship between organizational citizenship behavior and unproductive work behavior. Accordingly, the better the organization can manage emotions and have a higher level of emotional intelligence, the more positive attitude towards the organization and the more sense of sacrifice and commitment to the organization and as a result, more citizenship behaviors in the organization. They have less data and a tendency to commit violations in the workplace.

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**Duygusal Zekânın Verimsiz İş Davranışı ve Örgütsel Vatandaşlık Davranışı Üzerindeki Etkisi
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İncelemesi)**

Öz

Bu çalışmada, duygusal zekanın verimsiz iş davranışı ve örgütsel vatandaşlık davranışı üzerindeki etkisinin araştırılması amaçlanmıştır. Araştırma, uygulamalı ve anket türünde bir araştırmadır. Araştırma evrenini Zencan ilinin Spor ve Gençlik departmanlarının tüm çalışanlarının yer aldığı toplam 315 kişi oluşturmaktadır. Morgan tablosu kullanılarak örneklem büyüklüğü 172 kişi olarak belirlenmiştir. Son olarak, dağıtılan 172 anketten 160'ı tamamlanmış daha sonra anket verileri analiz edilmiştir. Araştırmanın veri toplama araçları, "Duygusal zekanın Jung ve Eun'un üretken olmayan iş davranışı ve örgütsel vatandaşlık davranışı üzerindeki etkisi" anketini içermektedir. Bu ankette 16 soru duygusal zeka, 5 soru verimsiz iş davranışı ve 5 soru örgütsel vatandaşlık davranışı ile ilgili olmak üzere 26 soru bulunmaktadır. Veri analizi, LISREL yazılımı kullanılarak Path analizi ve yapısal eşitlik modellemesi yoluyla gerçekleştirilmiştir. Araştırma bulgularına göre, duygusal zeka ile üretken olmayan iş davranışı arasında anlamlı bir ters ilişki, duygusal zeka ile örgütsel vatandaşlık davranışı arasında pozitif ve anlamlı bir ilişki, örgütsel vatandaşlık davranışı ile verimsiz iş davranışı arasında ise ters ve anlamlı bir ilişki bulunmuştur. Buna göre, örgüt duyguları ne kadar iyi yönetebilir ve duygusal zeka düzeyi ne kadar yüksek olursa, örgüte karşı o kadar olumlu tutum ve örgüte karşı daha fazla fedakarlık ve bağlılık duygusu ve bunun sonucunda örgütte daha fazla vatandaşlık davranışı olur. Aynı zamanda daha az veriye ve işyerinde ihlal yapma eğilimlerine sahiptirler.

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INTRODUCTION

In a competitive environment, spontaneous, efficient, and effective manpower is a sustainable competitive advantage for the organization that can ensure its survival of the organization. Human resources play a critical role in any organization and Organizations facing strong competitors are always striving to invest in maximizing the performance and effort of their employees (Koliaei et al., 2017). Today psychologists emphasize that employees in organizations can perform more than their legal duties. Organizational citizenship behavior is one of the skills that can help employees to achieve this goal. Organizational citizenship behavior (OCB) is a unique, voluntary, and extra-task behavior that is effective in increasing the effective performance of the organization and is organized directly or indirectly by the formal reward system of the organization (Baharvand et al., 2018). Unproductive work behavior is a type of behavior in employees that is the opposite of organizational citizenship behavior, which involves voluntary behavior that harms the organization or its individuals. Deviations such as failure to perform duties, intentional delay and absence, theft or misuse of the organization's assets as well as angry and aggressive behavior towards colleagues and generally bad behavior of employees towards the organization and co-workers (Spector and Fox, 2005). Research by scientists shows that one of the factors that play a very important role in the successful performance of job tasks is emotional intelligence. Emotional intelligence is a set of non-verbal and verbal skills that enable staff to create, understand, express, and identify. Evaluate the feelings of themselves and others so that they can think logically and perform their activities by the demands and pressures of the environment (Jafari Sirizi et al., 2018). Emotional intelligence can help motivate the workplace, employee satisfaction, efficient management, useful vision for the future and achieve organizational development. People have high emotional intelligence, have the art of interaction, and the skill of controlling and managing their own emotions and those of others. These skills enhance popularity, leadership, and impressive power, and make one successful in any social activity and intimate relationship with others. Such people, with their inner knowledge and insight into their emotional desires and those of others, perform best in various life situations; Therefore, emotional intelligence can be considered as one of the prerequisites for employees' success in the emergence of organizational citizenship behavior (Baharvand et al., 2018). Generally, Job performance has the following components: task performance, unproductive work behavior, and organizational citizenship behavior (Choi et al., 2019). In this study, we seek to investigate the effect of emotional intelligence on unproductive work behaviors and organizational citizenship behaviors.

Review of Literature and Conceptual Model

Emotional Intelligence

Some research on the importance of employee function in emotional intelligence does not accept the idea that the performance of an organization depends on the information, talents, and skills of employees (Campbell et al., 1993). In addition, Meyer et al (2000) concluded that with increasing employees' emotional intelligence, unproductive behaviors related to organizational tasks are significantly reduced, so the negative relationship between emotional intelligence and deviant behaviors of employees can be cited. It has also been argued that

emotional intelligence is a prerequisite for leadership. Emotional intelligence is also examined in the field of emotion and human resource management (Ashkanasi, Humphrey, & Hui, 2017). Emotional intelligence has two dimensions: coping with your own emotions and coping with the emotions of others. Coping with one's emotions plays an important role in physical health and coping with the emotions of others plays an effective role in facilitating social interactions (Pekar et al., 2018). Bar-on (2010) considers emotional intelligence as the effective understanding of oneself and others, establishing a good relationship with others, and adapting to the environment to deal more effectively with environmental demands, and introduces five factors and fifteen factors for emotional intelligence. There is ample evidence that people with higher emotional intelligence have more joy, vitality, and independence of action in their work and perform better (Szczygiet and Mikolajczak, 2017). According to Nassim (2018), emotional experiences are a necessary and inevitable part of people's lives. Although it is difficult to have complete control over emotions, everyone tries to control their emotions by using strategies such as avoiding unpleasant situations or changing their mindset, which these processes introduce as emotional regulation. Emotional intelligence is a vital skill for well-being and mental health (Herwig, 2018) and it is a process by which people change their emotions to function better in the organization (Elhai, 2018). Physical, mental health, academic performance, and appropriate social relationships have been associated (Svikak et al., 2019).

Organizational Citizenship Behavior

Survival in the current uncertain and competitive environment has required organizations to have specialized and skilled personnel, these forces must not only be well acquainted with their duties but must also go beyond their duties because today the success of organizations depends very much on performance. It has employees who go beyond their roles and responsibilities. This behavior is called Sarmani citizenship behavior and several factors play a role in shaping this behavior (Abbasi and Salehi, 2020). Organizational citizenship behavior is the self-sacrificing actions and actions of employees to ensure the comfort of others (Jadidi, 2018). Because of the significant contribution of organizational citizenship behaviors to organizational success, organizations need to know why and how employees engage in organizational citizenship behaviors and what factors influence these behaviors (Yu et al., 2018). Organizational citizenship behavior is a voluntary behavior that is not controlled by formal reward systems in the organization but increases effectiveness and efficiency in the organization (Hamzeian et al., 2020). Organizational researchers refer to efforts that go beyond the defined tasks of employees as organizational citizenship behavior. Podsakov believes that good citizenship is a mindset that encompasses a variety of employee behaviors, some of which include: performing ancillary tasks, volunteering to help others in their work, developing a career in their field, and obeying even the rules of the organization. In cases where no one is supervising him, try to improve the organization and maintain a positive attitude and endure adversity at work (Bolino and Turnley, 2003). The background of organizational citizenship behavior shows that there is a main approach to defining the concept of organizational citizenship behavior. Some experts, such as Organ (1988) consider organizational citizenship behavior as a type of meta-role. In such a way people's behaviors in the workplace are beyond the tasks assigned to them and are not directly and openly

appreciated through the formal reward system of the organization (Hamzeian et al., 2020). To survive organizations need employees who play a role beyond their duties and help achieve the goals of the organization by maintaining the organization's social system (Amirkhani et al., 2017). According to Judge and Kammeyer (2008), organizations should have employees who participate in the behaviors of a good citizen such as voluntary assistance to the organization, avoiding unnecessary conflicts, respecting the rules of the organization, and enduring the difficult conditions of the organization (Amirkhani et al., 2017) and Achieve the goals of the organization without pressure and coercion from superiors (Moradi et al., 2019). Citizenship behavior explains the self-sacrificing actions and self-sacrificing tendencies of employees to ensure the comfort and well-being of others (Castro et al., 2004). The most practical classification of organizational citizenship behavior belongs to Oregon, which includes components; These are: chivalry, altruism, social etiquette, work conscience, and decency. The theoretical literature suggests that most research on organizational citizenship behavior is currently based on the Oregon model (George and Brief., 1992). However, despite studies that have considered the issue of organizational citizenship behavior and have shown that the development of this factor, can improve employee performance, increase competitive advantage and thus increase the effectiveness and efficiency of the organization (Mazloomi Keyserai, 2015).

Unproductive Work Behavior

In the last decade, the study of destructive work behaviors has become very popular among organizational researchers, because such behaviors have a major role in reducing job performance and increasing organizational costs (Wei and Steven, 2013). Destructive behaviors that occur with the intent to hurt the organization or employees (Spector and Fox, 2005) and have devastating effects on employees' mental health and performance (Wei and Steven, 2013). Destructive behaviors, also called deviant behaviors in the workplace, are there are voluntary behaviors that trample the rules of the organization and harm the health of the organization and its employees (Robinson and Bennett, 1995). A sample of destructive behaviors includes organizational aggression. Anti-citizenship behaviors, misconduct, perversion, retaliation, revenge, bullying (Fox, 2001) theft, vandalism, isolationism, beating or joking with others outside of defined norms (Spector and Fox, 2005) harassment, abuse violence, obscenity, insult, attempts to conceal information and refuse to provide information (Sackett and Devore, 2001). There are several methods for conceptualizing destructive work behaviors, the most comprehensive of which is proposed by Robinson and Bennett (1992). Based on their classification of deviant behaviors in the organization, all of these behaviors can be included in a single heading according to the nature of the purpose of committing them: behaviors that target the organization itself and those that target some organizational people. They later proposed a comprehensive classification consisting of two dimensions, the first dimension relating to the extent and severity of such behaviors and the second dimension to the purpose for which they were committed. Accordingly, deviant behaviors can range from mild (such as talking to co-workers instead of working) to severe (such as physical conflict with a co-worker). In addition, these behaviors can be harmful to individuals or the health of the organization as a whole, the first type is called interpersonal deviation and the second type is called organizational deviation (Fox, 2001).

Emotional Intelligence, Organizational Citizenship Behavior, Unproductive Work Behavior

However, preliminary studies on unproductive work behavior focus more on specific cases, behaviors such as stealing at work or rudeness to co-workers can be seen as asset-related deviations (eg, seizure of commercial property) and production deviations (such as breaches of duty). According to Fox et al (2001), unproductive work behavior is employee misconduct towards colleagues and organizations. Because emotional intelligence helps control emotions, employees with high emotional intelligence have a good ability to work together, and this has a negative effect on employees' unproductive work behavior (Bechtoldt et al., 2007). In addition, Mauroli et al (2007) stated that low emotional intelligence leads to destructive behaviors in organizations and leads to bad social behaviors. Siu (2009) pointed to the existence of a significant relationship between emotional intelligence and destructive behaviors. In general, if people are unable to control their emotions, they are more likely to have problems in social communication (Lopez et al., 2005). According to these studies, it can be said that negative emotions, low self-control, and negative emotions experienced by employees may occur when emotional intelligence is low; Therefore, this study seeks to explore whether employees' emotional intelligence can reduce unproductive work behavior. In other words, do people with low emotional intelligence have high levels of unproductive work behavior? Jung and Yoon (2012) found in a study that the components of evaluating the emotions of others, using emotions, and regulating emotions of emotional intelligence are significantly affected by destructive work behaviors, and the components of evaluating their emotions and using emotions are more influenced by organizational citizenship behaviors. Almahdali et al (2021) in a study entitled "The Impact of Servant Leadership, Emotional Intelligence, and Self-Efficacy on Organizational Citizenship Behavior and the Performance of State Bank Employees in Palo City" concluded that emotional intelligence, self-efficacy, and servant leadership had a significant effect on the organizational citizenship behavior of government bank employees in Palo. Research on the role of organizational citizenship behavior and emotional intelligence in the workplace is increasing. In another study, Carmeli and Colakoglu (2005) acknowledged that a significant relationship between emotional intelligence and altruism is seen as a component of citizenship behavior. Abraham and Josman (2006) also found in another study a significant and positive correlation between emotional intelligence and altruism and obedience as two components of organizational citizenship. Azizi et al (2016) In a study entitled "study of the relationship between organizational identity and organizational citizenship behavior with the mediating role of emotional intelligence in the staff of the department of sports and youth" concluded that there is a positive and significant relationship between emotional intelligence and its components with organizational citizenship behavior.; But emotional intelligence can not play a mediating role in the relationship between organizational identity and organizational citizenship behavior. Miao et al (2017) conducted a meta-analysis on emotions and found that emotional intelligence had a positive relationship with organizational citizenship behavior and a negative relationship with unproductive work behavior. Manjili et al (2016) in a study entitled "The relationship between emotional intelligence and anti-productive work behavior and organizational citizenship behavior among employees of public hospitals in Rasht city" found

the following results: Emotional intelligence has an inverse and significant relationship with the destructive work behavior of the staff of public hospitals in Rasht city. There is also a positive and significant relationship between emotional intelligence and organizational citizenship behavior of Rasht public hospitals staff (Manjili et al., 2016). On the other hand, the behavior of the organizational citizen due to having a work conscience is in contrast to a destructive work behavior resulting from running away from work, which is manifested by absence and delay (Emami and Abbasi, 2011). The consequences of destructive work behaviors and insistence on their continuation in the workplace have increased the attention paid to the study of such behaviors by researchers. Despite numerous studies on interpersonal and organizational factors affecting the occurrence of destructive work behaviors, little attention has been paid to the role of employees' personality traits in this field (Cohen et al., 2013). However, research to date has focused more on the positive aspects of emotional intelligence among non-employee behavioral behaviors. Emotional intelligence is needed in employees who need to understand and control their emotions and those of their customers while doing their emotional work; Given the above, it can be hypothesized that employees' emotional intelligence can control the negative effects of unproductive work behavior in the organization. As a result, the researchers in this study try to investigate whether employees' emotional intelligence has a significant effect on unproductive work behavior, which are unpleasant behaviors in the organization, and on OCBs, which are admirable behaviors in organizations? Therefore this study examines the relationship between emotional intelligence, OCB, and unproductive work behavior, which have not yet been fully studied in sports organizations, among employees of sports and youth departments in Zanzan province. In this regard, the following research hypotheses are proposed:

Hypothesis 1: Emotional intelligence affects the unproductive work behavior of employees of sports and youth departments in Zanzan province.

Hypothesis 2: Emotional intelligence affects the organizational citizenship behavior of employees of sports and youth departments in Zanzan province.

Hypothesis 3: Organizational citizenship behavior affects the unproductive work behavior of employees of sports and youth departments in Zanzan province.

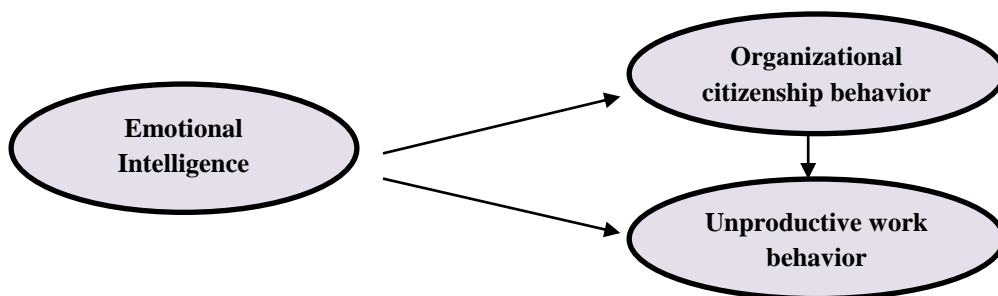


Figure 1: The proposed model of emotional intelligence, organizational citizenship behavior, and unproductive work behavior. (Conceptual model of research adapted from Jung and Yoon, 2012)

METHOD

The present study is developmental research in terms of purpose. Also, this research is used in terms of achievement or result of research of a practical type and terms of research strategy. The statistical population of the study consists of employees of sports and youth departments of Zanjan province, which is a total of 315 people. Using Morgan's table, the sample size was equal to 172 employees of the General Department of Sports and Youth of Zanjan Province and sports and youth organizations of Zanjan Province, including Abhar, Ijroud, Khodabandeh, Khorramdareh, Soltanieh, Tarom, and Mahneshan. Finally, out of 172 distributed questionnaires, 160 completed questionnaires were used to analyze the data. A questionnaire was provided to the samples, the first part of which included the form of collecting personal information and the second part included the questionnaire "The effect of emotional intelligence on anti-productive work behavior and organizational citizenship behavior of Jung and Yun". This questionnaire has 26 questions, of which 16 questions are related to emotional intelligence, 5 questions are related to unproductive work behavior and 5 questions are related to organizational citizenship behavior. How to score on this questionnaire is based on the 5 Likert scales. This questionnaire was designed in English in South Korea in 2012 and has been studied among the staff of 5-star hotels (Jung and Yoon, 2012). In Iran in 2017, this questionnaire was standardized by Manjili et al (2016) and used in research. The reliability coefficient of the questionnaire by these researchers was 0.86 for the emotional intelligence variable 0.77, for the variable of unproductive work behavior 0.79. It was reported for the organizational citizenship behavior variable and 80 for the whole questionnaire (Manjili et al., 2016). In this study, the face and content validity of the instrument was also confirmed by 15 professors and teachers of sports management in the country. The reliability coefficient after completing 30 questionnaires was calculated by research samples through Cronbach's alpha and 0.82 for the emotional intelligence variable 0.75 For the variable of unproductive work behavior 0.79 for the variable of organizational citizenship behavior and 80.13 were obtained for the whole questionnaire, which indicates the reliability of the whole questionnaire and its dimensions. In this study, data analysis was performed through path analysis and structural equation modeling using LISREL statistical software version 8.5.

RESULTS

Among the respondents, 83% (132 people) are men and 17% (28 people) are women. Meanwhile, 25% (40 people) of employees aged 20 to 29 years, 35% (56 people) have 30 to 39 years of age, 30% (48 people) are 40 to 49 years old and 10% (16 people) are 50 years old And have more. In addition, 55.3% of diploma and postgraduate staff, 40.9% of them have a bachelor's degree and 3.8% of them have a master's degree or higher.

The results of Kolmogorov-Smirnov test (emotional intelligence variable (p-value = 0.956)) and non-productive organizational work behavior variable (p-value = 0.562) and citizenship behavior variable (p-value = 0.615) show That all variables are normal (Table 1).

Table 1: Results of the K-S test

Variables	Number	Average	The standard deviation	Statistics KS	P-value	Test result
Emotional Intelligence	160	4.35	0.822	0.163	0.956	It is normal
Unproductive work behavior	160	4.23	1.452	0.135	0.562	It is normal
Organizational citizenship behavior	160	3.93	2.256	0.178	0.615	It is normal

Structural equation modeling was also used to measure the causal relationship. It is necessary to explain that for the structural model or the path diagram to be approved, first, the value-P values and standard coefficients must be significant and then its indicators must have a proper fit. Accordingly, according to the basic model of the research, it is observed that the value of the t-statistic between emotional intelligence and unproductive work behavior is equal to -7.25, between emotional intelligence and organizational citizenship behavior is equal to 6.78 and between two the variables of organizational citizenship behavior and work behavior are equal to 7.92. Since these values are greater than 1.96. Therefore, the relationship between emotional intelligence and unproductive work behavior is negative and significant, and emotional intelligence and organizational citizenship behavior are positive and significant. Also, the relationship between organizational citizenship behavior and unproductive work behavior is negative and significant. The larger the significance number than 1.96, indicates that the independent variable has a stronger relationship with the dependent variable (Figure 1).

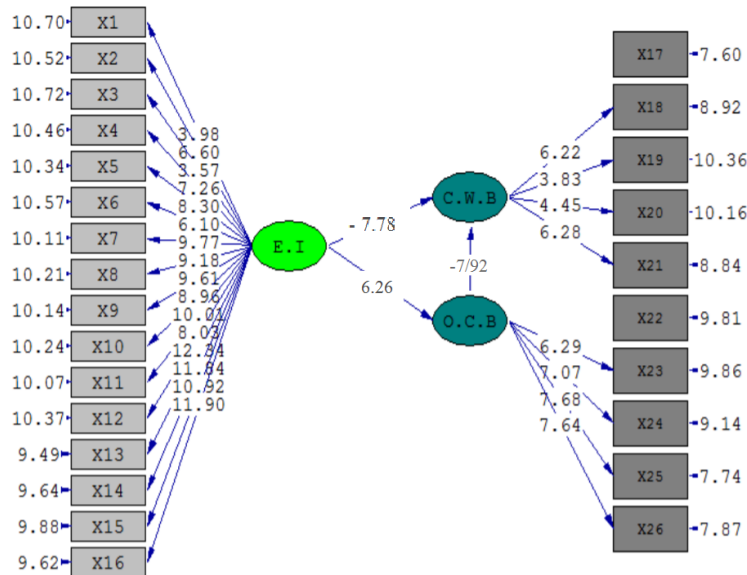


Figure 1: Results of the T-Student test to evaluate the significance of path coefficients

According to the research model in the standard mode, it was observed that the relationship between emotional intelligence and unproductive work behavior is equal to -0.65 and the relationship between emotional intelligence and organizational citizenship behavior is equal to 0.63. Also, the relationship between organizational citizenship behavior and unproductive work behavior is -0.76 (Figure 2).

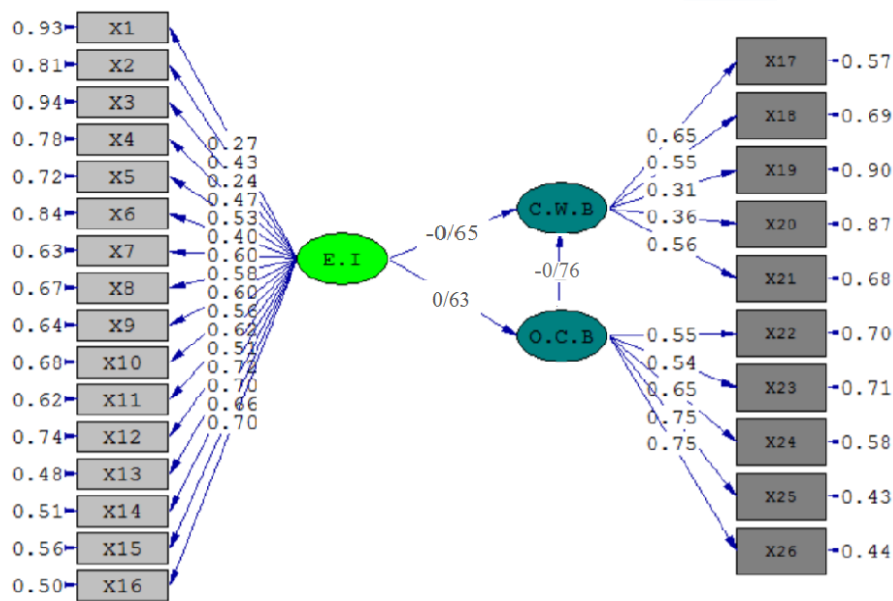


Figure 2: Test the research model in standard mode

The indicators of a good fit of the model are (RMSEA, P-value, X2/df). The best indicator in LISREL software is X2/df (chi-square to the degree of freedom) that the smaller the 3, the better the fit of the model. The RMSEA index is the mean squared error of the model. This index is based on model errors. The allowable limit of this value is 0.8, that is, if it is below 0.8, it is acceptable. The values obtained in Table 2, show that since the mean squared error of the model is 0.075 and less than 0.8, the chi-square degree of freedom is equal to 2.17 and less than 3. The model has a fit and an indicator. That is, the regulated relationships of the variables were based on the theoretical framework of the research. Thus, according to Figures 1 and 2, the inverse relationship between emotional intelligence with unproductive work behavior and the positive relationship between emotional intelligence and organizational citizenship behavior is significant and confirmed. The values of T are all greater than 2 and less than -2 and are significant. The values of T indicate that the research hypotheses are confirmed.

Table 2: Indicator Structural model fits

Indicators	Abbreviation	Index values
Root Mean Square Error of Approximation	RMSEA	0.075
chi-square to df	$\frac{\chi^2}{df}$	2.17
The goodness of fit index	GFI	0.89
Non-normal fit index	NNFI	0.90
Normalized fit index	NFI	0.91
Comparative Fit Index	CFI	0.93
Incremental fit index	IFI	0.92

Table 3 shows the findings of causal analysis using the structural equation model to test the research hypotheses. According to the information in this table, all research hypotheses were confirmed.

Table 3: Findings from the structural equation model in the test of research hypotheses

Hypothesis	Standard coefficient	Meaningful number	Test result
Hypothesis 1: Emotional Intelligence Effect on organizational citizenship behavior of employees of sports and youth departments of Zanjan province.	0.63	6.26	The hypothesis has been confirmed
Hypothesis 2: Emotional Intelligence On Unproductive work behavior Employees of sports and youth departments of Zanjan province were affected.	0.65	-7.78	The hypothesis has been confirmed
Hypothesis 3: Organizational citizenship behavior Unproductive work behavior Employees of sports and youth departments of Zanjan province were affected.	-0.76	-7.92	The hypothesis has been confirmed

DISCUSSION AND CONCLUSION

It is essential to control unproductive work behaviors and strengthen and develop organizational citizenship behaviors and, consequently, identify related factors in organizations. The present study showed that there is a positive and significant relationship between emotional intelligence with organizational citizenship behavior of employees of sports and youth departments in Zanjan province, which is consistent with the studies of Sheikh Ismaili who showed a significant relationship between emotional intelligence and organizational citizenship behaviors of Sanandaj bank employees (Sheikhesmaili, 2011). Also, the results of this study are in line with the results of Keramati et al (2013) which showed that there is a positive and significant correlation between 3 areas of emotional intelligence (emotion regulation, emotion productivity, and emotion evaluation) with the tendency to organizational citizenship behavior of high school teachers in Zanjan.

Also, the results of the present study are consistent with the results of Korkmaz and Arpaci (2009) who showed that emotional intelligence and the occurrence of organizational citizenship behavior are in the same direction. Also, the results of this research with the findings of Manjili et al (2016), Miao, Humphrey and Kian (2017), AlMahdali et al (2021), Carmeli and Colakoglu (2005), Abraham and Josman (2006), and Azizi et al (2016) is aligned. The results of the present study showed that emotional intelligence induces voluntary and positive behaviors due to the ability to effectively understand emotions when using and controlling emotions. In particular, emotional intelligence was more important in the use of emotion and emotional self-assessment in increasing OCB. In addition, this result shows that if employees can manage and control their emotions, they can create a positive organizational climate and thus have a significant impact on good behaviors in the organization, such as OCB.

In the second stage, the results of data analysis showed that there is an inverse and significant relationship between emotional intelligence and unproductive work behavior among employees of sports and youth departments in Zanjan province. These results were consistent with the studies of Shirvani and Sarihi Esfestani (2014) which showed that the exploitation of emotions has the most impact on destructive work behaviors and the evaluation of their

emotions on organizational citizenship behaviors, also with the results of Abdolhosseinzadeh And Mokhtari (2014) who showed that there is a positive and significant correlation between some components of emotional intelligence such as emotion control and management and perception of external emotions with interpersonal conflict factors. The results of this study are also consistent with the research of Jung and Yoon (2012), the results of which showed a negative and significant relationship between emotional intelligence and unproductive and positive work behaviors and organizational citizenship behaviors. The results of this study are also consistent with the findings of Manjili et al (2016) and Miao, Humphrey, and Kian (2017). These results are hypothesized to be because employees' emotional intelligence reduces negative involuntary and deviant behaviors. In particular, emotional intelligence had negative effects on unproductive work behavior in terms of assessing the emotion of others, using emotion, and evaluating the emotional self. In particular, assessing the feelings of others had the greatest impact on unproductive work behavior, indicating that if the ability to understand and comprehend the feelings of others was insufficient, its effect on unproductive work behavior would be more unfavorable. As a result, it is intended to provide staff training and rewards to reduce staff unproductive work behavior to enable employees to understand the feelings of colleagues and customers.

In the next part, the results of the study indicate a negative and significant relationship between organizational citizenship behavior and unproductive work behaviors, which is consistent with the results of studies by Ariani (2012), Khalid et al (2009), Dalal (2005) and Jung et al (2012) are consistent. It seems that the higher the organizational citizenship behavior of an individual, the more his sense of responsibility and belonging and sense of sacrifice towards the organization increases and he spends all his time and energy on useful and constructive activities towards the goals of the organization and as a result, focus performing assigned tasks and expending energy in this area prevents the individual from engaging in unproductive work behaviors.

In this study, researchers examined the relationship between emotional intelligence and OCB in a sports organization. According to the research results, emotional intelligence is effective in the occurrence of various behaviors in the organization. The relationship between these three components has not been previously studied in sports organizations. The results of this research can be used in various organizations, especially sports organizations. The present study showed that emotional intelligence can be considered a very important factor in the human resource management of organizations. Emotional intelligence should be considered to improve employee performance outcomes. In other words, if organizations can increase the emotional intelligence of their employees, both employee behavior and organizational performance can be significantly improved. Therefore, organizations should take the necessary measures to increase the level of emotional intelligence of employees and thus use the maximum functional capacity of employees to develop the goals of the organization. According to the research results, unproductive work behaviors are less seen in employees with higher emotional intelligence, so employees' activities are in line with achieving organizational goals, which can ultimately lead to organizational success. Creating a spirit of cooperation, self-sacrifice, and sacrifice, which is one of the natures of organizational citizenship behavior, seeks to increase the emotional intelligence of employees and create a positive organizational atmosphere in the organization. Organizational citizenship behavior

helps to improve interactions and social relationships between employees. In the meantime, emotional intelligence can help to develop organizational citizenship behavior. It can also be said that emotional intelligence helps employees to prevent the occurrence of destructive work behaviors (Jankel et al., 2016). Emotional intelligence helps employees to control and manage their negative emotions while performing work tasks, and in contrast, by strengthening empathy, it causes more altruistic behaviors and organizational citizenship behaviors and suppresses negative and destructive behaviors. Emotionally intelligent people are more likely to use their emotional intelligence to accurately manage their emotions to curb the experience of negative emotions that may suppress unproductive work behavior and trigger organizational citizenship behavior. Higher emotionally intelligent people are better at managing emotional processes and mood changes because they develop self-regulatory actions and strategies to experience more positive and less negative emotions. These increased positive emotional states and decreased negative emotional states force emotionally intelligent individuals to show more organizational citizenship behavior and less unproductive work behavior (Jadg et al., 2008).

According to the research findings, the better the organization can manage emotions and have a higher level of emotional intelligence, the more positive attitude towards the organization and the more sense of sacrifice and commitment to the organization and as a result more citizenship behaviors in the organization. Have shown themselves and are less inclined to commit misconduct in the workplace. Therefore, considering the vital role of emotional intelligence in organizations, it is suggested that managers pay attention to holding in-service classes to teach emotional intelligence skills. It is also recommended that managers in the recruitment tests do not rely solely on mental intelligence and hire employees with high emotional intelligence to observe more organizational citizenship behavior and less unproductive work behavior of employees.

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