

Case Report

The relationship between managers' emotional intelligence and organization performance (Case Study: Social Security Organization of KhorasanRazavi)

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ABSTRACT

Emotional intelligence is some kind of process of emotional information, including detailed assessment of self and others' emotions, appropriate expression of emotions and setting the quantitative and qualitative increase of life level. The purpose of this research is to investigate the relationship between emotional intelligence and its component with organizational performance of the managers of Social Security of KhorasanRazavi. According to the model of emotional intelligence of Daniel Goleman, emotional Intelligence includes four dimensions: self-awareness, self-management, social awareness and relationship management. The research method is correlational and statistical population of the research according to Morgan Table is a sample of 35 managers of KhorasanRazavi Social Security Organization and it was selected by simple random sampling. To collect data, the Brad Berry and Greaves Emotional Intelligence Questionnaire, 28 questions) and to measure organizational performance, the rating and scales of Social Security of KhorasanRazavi were used. The reliability coefficient calculated for emotional intelligence questionnaire is obtained as equal. The validity of the questionnaire is confirmed by specialists. The questionnaire was distributed among the people by the researcher. In order for data analysis, Pearson correlation coefficient, and methods for the test of significance of the correlation was used. Results indicate that there is a direct positive relationship (with correlation coefficient of 0.652 with a significance level of 0.000) between emotional intelligence and the Social Security Organization of KhorasanRazavi performance. Also there is a positive relationship between each of the components of emotional intelligence (self-awareness and self-management, etc.) and performance of Social Security Organization. Based on the obtained results, it is recommended that emotional intelligence and the importance of this component will be introduced to the people in the organization and the methods for improving this capacity will be taught to them. Also it is recommended that officials and managers, when choosing and hiring people, try to choose those who have higher scores of emotional intelligence. And it is recommended to managers that, increasing their own creativity and personal skills, try to create more effective relationships with their employees and customers.

Key words: emotional intelligence, organizational performance, managers

1. INTRODUCTION

Today, managers in organizations face with many issues related to human resources and productivity, all of which cannot be resolved through technical mechanisms and technological development. Resolving many of the issues facing organizations need to pay more attention to the feelings and emotions of human resources, as well as developing effective working groups. Emotional

intelligence can have many applications in organizational management tasks. Research and study of emotional intelligence has just started. And given its importance, it is necessary that practical researches will be done about it. Its importance is because one of the most fundamental issues of today's modern life is resolving human problems and issues. Emotional

intelligence claims that it can solve some of the problems and issues of the today's human life. Emotional intelligence has become one of the new concepts in management and it seems that it is the missing part that converts a medium management to a high-performing management. Emotional intelligence can have important uses and effects on different activities such as leadership and guidance of others, developing the career and family path of life, education and health and mental health and developing effective working groups; thus the area of emotional intelligence is relatively new. Especially in our country scientific research on its effectiveness in working and living environments has not been done (Akbari, 2012).

2. Theoretical foundations of the research

Emotional Intelligence:

It is a skill that its owner is able to, through self-awareness, control his emotions, improve it through self-management and understand their impact through empathy, and through relationship management, act in any way that enhance his own and the other's spirit.

Emotional intelligence includes:

1. Self-awareness: an individual's ability to understand emotions and mood states. Self-awareness helps the person to always recognize his own thoughts and feelings and so helps the person to always understand them.

2. Self-management: a skill that helps people to show their feelings appropriately and pro-socially. In other words, it helps the person in control of anger, sadness, and fear.

3. Social awareness: means the ability to understand others' feelings and using own emotions in order to achieve goals.

4. Relationship management (social skills): it means the relationship with others in different social situations and originally means the ability to continue the relationship with respect to the feelings of people or the same as social capacity.

Performance:

The most famous definition of performance is provided by Nili et al (2002): "the process of representation of the quality of effectiveness and

efficiency of past actions". According to this definition, performance is divided into two components: 1) efficiency which describes the method of the organization in using the resources in the production of products or services, meaning the relationship between the real and the ideal combination of inputs in order to produce given outputs, and 2) effectiveness that describes the degree of achievement of organizational goals.

3. Research methodology

The present study in terms of its purpose is among functional researches; also this research, in terms of research classification based on data collection method (study design), is considered a descriptive research which describes the characteristics of the sample and then extrapolates them to the statistical population. This is a survey research. In this study, the questionnaire method will be used.

3.1. Statistical population and statistical sample

The statistical population includes all the elements and people that in a specific geographic scale (global or regional), own one or more are common traits (Hafez Nia, 2008). According to the research purpose, the statistical community is consisted of all managers in Social Security Organization of KhorasanRazavi. The considered sample through random cluster sampling was provided to the managers. For determining the sample size, the Cochran formula was used. The sample which was selected for this research, with an error of 0.08, is equal to 198.

3.3. Data collection tools

The data collection tool in this study is questionnaire. For determining the organization performance, the ratings and indices of Social Security Organization which has been provided by the organization's admin has been used in which the managers are evaluated in terms of 6 indices.

Emotional Intelligence Questionnaire

Bradberry and Greaves questionnaire was used in order to evaluate emotional intelligence. Bradberry and Greaves emotional intelligence questionnaire contains 28 questions in 4 headings that each question is scored based on the Likert scale.

3.4. Validity and reliability of the research

3.4.1. Validity of the research

In the present study questionnaire, the factors that measure the relationship between emotional intelligence of managers and organization's performance, based on the subject under study and previous research in this area were drafted and provided to the respected supervisor and advisor of the study and according to them the necessary reforms was conducted and finally a questionnaire for measurement was evaluated. On this basis, the validity of the measurement tool is achieved through the content.

3.4.2. Reliability of the research

In this study, Cronbach's alpha method was used to assess the reliability of the test. In order to prevent the risk of failure of the questionnaire, although the questions were prepared based on standard and related questionnaires, therefore, an experimental step was conducted with 30 individuals in order to test and examine the understandability of the questions. In order to calculate the Cronbach's alpha coefficient, firstly a preliminary sample of 30 people was used that using the analysis of the data of the preliminary sample through SPSS software, it was calculated for the whole questionnaire that the coefficient for the total questionnaire was equal to 0.865 and for the hypotheses it is as follows:

Table 5.1 Cronbach's alpha divided by the factors (variables)

Questions' topic	Alpha coefficient
Emotional intelligence	0.914
Self-awareness	0.746
Self-management	0.823
Social awareness	0.768
Relationship management	0.810

5. Research hypotheses

5.1. Main hypothesis of the research: evaluating the emotional intelligence of the managers of Social Security of KhorasanRazavi and organizational performance.

5.2. Secondary research hypotheses

Hypothesis 1: evaluating the self-awareness of managers and organizational performance

Hypothesis 2: evaluating the self-management of managers and organizational performance

Hypothesis 3: evaluating the social awareness of managers and organizational performance

Hypothesis 4: evaluating relationship management (social skills) of managers and organizational performance

6. Analysis of data

6.1. Inferential statistics

In order to analyze the hypotheses, the Pearson test using SPSS software was used.

The main hypothesis: There is a relationship between emotional intelligence of the managers of Social Security Organization and organizational performance.

Pearson correlation coefficient test was used to explore the relationship. Accordingly, using this test, the influence of the emotional intelligence variable on performance has been studied and, in fact, the following statistical-research hypothesis has been proposed:

H 0 = There is no relationship between emotional intelligence and performance

H 1 = There is a relationship between emotional intelligence and performance

H 0: P = 0

H 1: P' = 0

In which, p is Pearson correlation coefficient between the two variables of emotional intelligence and manager's organizational performance.

According to the Pearson correlation coefficient of 0.652 and p=0.001, the null hypothesis is rejected. It shows that there is a positive significant relationship between emotional intelligence and performance rating of Social Security Organization of KhorasanRazavi.

The correlation between emotional intelligence and organizational performance

Variables	Correlation coefficient	Significance
Emotional intelligence	0.652	0.000

5.3. Sub-hypotheses of the research:

The first sub-hypothesis: There is a significant relationship between self-awareness (one of the components of emotional intelligence) of the managers of Social Security Organization and organizational performance. Pearson correlation coefficient test has been used to discover the relationship. Accordingly, using this test, the influence of self-awareness variable on performance has been discussed and in fact the following research-statistical hypothesis has been proposed:

H 0 = There is no relationship between self-awareness and performance

H 1 = There is a relationship between self-awareness and performance

H 0: P = 0

H 1: P ≠ 0

In which, p is the Pearson correlation coefficient between the two variables of self-awareness and organizational performance of managers. The results showed that given that correlation coefficient was 0.583 and (p= 0.000) and (p-value < 0.05), the null hypothesis is rejected. The results show that there is significant positive relationship between self-awareness skill and performance.

Correlation between self-awareness and organizational performance

Variables	Correlation coefficient	Significance
Self-awareness	0.583	0.000

The second sub-hypothesis: There is a relationship between self-management (one of the components of emotional intelligence) of the managers of Social Security Organization and organizational performance. Pearson correlation coefficient test has been used to discover the relationship. Accordingly, using this test, the influence of self-management variable on performance has been discussed and in fact the following research-statistical hypothesis has been proposed:

H 0 = There is no relationship between self-management and performance

H 1 = There is a relationship between self-management and performance

H 0: P = 0

H 1: P ≠ 0

In which, p is the Pearson correlation coefficient between the two variables of self-management and organizational performance of managers. Given that correlation coefficient was 0.515 and (p= 0.002) and (p-value < 0.05), the null hypothesis is rejected and the results show that there is significant positive relationship between self-management and performance.

Correlation between self-management and organizational performance

Variables	Correlation coefficient	Significance
Self-management	0.515	0.002

The third sub-hypothesis: There is a relationship between social-awareness (one of the components of emotional intelligence) of the managers of Social Security Organization and organizational performance. Pearson correlation coefficient test has been used to discover the relationship. Accordingly, using this test, the influence of social-awareness variable on performance has been discussed and in fact the following research-statistical hypothesis has been proposed:

H 0 = There is no relationship between social-awareness and performance

H 1 = There is a relationship between social-awareness and performance

H 0: P = 0

H 1: P ≠ 0

In which, p is the Pearson correlation coefficient between the two variables of social-awareness and organizational performance of managers. Given that correlation coefficient was 0.614 and (p= 0.000) and (p-value < 0.05), the null hypothesis is rejected and the results show that there is significant positive relationship between social-awareness and performance.

Correlation between social-awareness and organizational performance

Variables	Correlation coefficient	Significance
Social-awareness	0.614	0.000

The fourth sub-hypothesis: There is a relationship between relationship-management (social skills)

(one of the components of emotional intelligence) of the managers of Social Security Organization and organizational performance. Pearson correlation coefficient test has been used to discover the relationship. Accordingly, using this test, the influence of relationship-management variable on performance has been discussed and in fact the following research-statistical hypothesis has been proposed:

H₀ = There is no relationship between relationship-management and performance

H₁ = There is a relationship between relationship-management and performance

H₀: P = 0

H₁: P ≠ 0

In which, p is the Pearson correlation coefficient between the two variables of relationship-management and organizational performance of managers. The results showed that given that correlation coefficient was 0.456 and (p= 0.006) and (p-value < 0.05), the null hypothesis is rejected. The results show that there is significant positive relationship between relationship-management and performance.

Correlation between relationship-management and organizational performance

Variables	Correlation coefficient	Significance
relationship-management	0.456	0.006

The results of the research showed that the social-awareness component has had the most and relationship-management component has had the least correlation with performance. The correlation of the components of self-awareness and self-management with the performance were ranked as the second and the third ranks respectively.

7. CONCLUSION AND RECOMMENDATIONS

The main hypothesis: There is relationship between emotional intelligence of the managers of Social Security Organization and organizational performance.

Emotional intelligence is defined as the ability of the person to understand and control his emotions and feelings as well as one's ability in recognizing the feelings of others in order to lead their thought and action. The statistical results obtained in this study showed that there is a significant relationship between emotional intelligence and organizational performance of the managers of Social Security in Mashhad city. This result suggests that with the increase of emotional intelligence, job performance will also increase. The results of the present study shows relative conformity with the results of Goleman (1995), Raeesi et al (2005), Golparvar (2007), Hallajan (2009), Dijernia (2011), Cao (2002), Chai Sum (2002), GhasemiShooricheh (2010), Nell (2001), Dehnavi (2009), and Shooshtarian (2009).

The results by Goleman (1998) showed that approximately 90% of the cause of difference between the performance of outstanding and simple managers of the organization depends on their emotional intelligence. Goleman (1998) argues that emotional intelligence, technical and cognitive skill exist as a combination in the superior and higher performances and as the people in the organization improve in terms of job, they need more emotional intelligence. In other words, emotional intelligence is the success ladder for the organization leaders; the leaders who are willing to grow and progress, require more emotional intelligence.

The results by Bradberry and Greaves after multiple studies on many people at the working environment showed that 90 percent of those people who have excellent job performance, have very high emotional intelligence. Those who improve their emotional intelligence are usually successful in their job because emotional intelligence and career success go hand in hand. These results are right about employees at all levels and in all organizations all over the world. They have acknowledged that they have not found a job in which performance has nothing to do with emotional intelligence.

The first sub-hypothesis: There is a significant relationship between self-awareness (one of the components of emotional intelligence) of Social Security managers and organizational performance. According to Goleman, self-awareness is the root and base of the other components of emotional intelligence and a manager, until he has low level of self-awareness, will face problems in target selection, planning to reach the target, managing to control one's emotions, one's arousal, applying a discipline upon which one can coordinate with the feelings of others as well as in management of his relationships with those around. Diagnosis of these emotions, their effect on performance, and understanding the strengths and weaknesses of one's own consist an important part of this component. In other words, self-awareness is the key to understanding the strengths and weaknesses. The results of the present study in this area are consistent with the results by Raeesi et al (2005), Golparvar (2007), and Hallajan (2009).

There is no doubt that the managers that have high levels of the skill of self-awareness towards their own feelings and emotions, know their own values, goals and procedures, and know that what route they are going and why, they coordinate with what they feel right for them. So they can perform the assigned organizational tasks and matters in more favorable conditions and generally have better performance than the others. The second sub-hypothesis: There is relationship between self-management (one of the components of emotional intelligence) of the Social Security Managers and organizational performance. Self-management shows a person's ability to regulate stressful emotions such as anxiety or anger and how to handle these situations. This intrapersonal dimension will be important when facing difficult moral dilemmas that require a person with mental peace. Self-management also demonstrates the person's ability in adaptation, innovation, desire to succeed, work ethic, creating internal confidence, flexibility and comprehensive approach to all.

Also, the results of this study showed a significant relationship between self-management and the performance of managers. The results of the present study in this area are consistent with the results of Raeesi et al (2005). Given that self-management skill is formed based on self-awareness and also given that in the present study, there was a significant relationship between self-awareness skill and performance, thus the obtained result about the relationship between self-management skill and performance was not unexpected.

It is no wonder that we say that self-management is also important due to competitive reasons. This feature is not only a good feature of a manager and leader, but also it is the strength of the organization. Since emotions are contagious, especially from managers to the other people of the group, their first task is balancing the right emotions (Controlling self-emotions). It is completely clear that if leaders and managers will not be able to control their emotions effectively, they are also incapable of regulating the emotions of others. Thus the feelings of an organizational manager and leader is more than a personal issue; Given the fact of spread of emotions, emotions of a leader has pervasive effects.

The third sub-hypothesis: There is relationship between social awareness (one of the components of emotional intelligence) of the managers of Social Security and organizational performance. Social awareness is largely concentrated on the ability of empathy. This means that a person with knowledge of the feelings, interests and needs of others, will recognize various positions and will use this source of information for proper communication with them. When people are able to understand the feelings and attitudes of others, they have obtained a powerful emotional guidance system that puts their statements and actions in the right direction. Therefore, "Empathy" is the integral and socially effective issue at work.

The statistical results obtained in this study confirm the significance of the relationship

between social awareness and job performance. The sympathetic people act excellently in identifying and addressing the needs of customers, clients or subordinates. They seem to be available, such that they are willing to hear the words of others. They listen carefully and they understand what people are really concerned about that, and they will respond with all that in mind. In addition, empathy is the key to attract talents. Anyway, in this growing global economy, empathy or social awareness is a necessary skill, both for coping with multiple colleagues and to do business with people from different cultures. Leaders who lack empathy act in such a way that creates incompatibilities. In this skill, the person tries to see the world through the lens of the eyes of the opposite side and to make him understand that he understands his situation, even if it seems unreasonable! Leaders also need empathy for development, progress and maintaining skilled people, but when there is competition in attracting talents, it is harder to achieve this important goal. Among all the factors affecting a company's control, discordant and uncoordinated managers and leaders are one of the main causes of loss of talented individuals and losing of the organization's knowledge.

The fourth sub-hypothesis: there is relationship between relationship-management (social skills) (one of the components of emotional intelligence) of the Social Security managers and organizational performance. The relationship management dimension shows the interactions with people in emotional situations, which is also known as social skill which includes precise control of one's emotions, appropriate reaction, teamwork, ability to have transparent dialogue and communication. Goleman believes that: people who want to be effective in building relationships with others must have the ability to detect, separate and control their own feelings and then establish a proper relationship through sympathy. People only through high social skills know that where and when to show emotional state. Relationship management is also among the

components that in this study have significant correlation with the performance of managers. The present research in this field is consistent with the results by Hallajan (2009).

8. RECOMMENDATIONS

According to the result of this study:

1. It is recommended that extensive research on all aspects of emotional intelligence will be done and use of media in teaching emotional intelligence will be placed on the agenda, as this recommendation can increase emotional intelligence and performance improvement of future employees.

2. Implementing programs including in-service training workshops in order to enhance emotional intelligence of people, because this study shows the relative relationship between emotional intelligence and performance of the organization's management. Therefore, it is suggested that by increasing and improving the level of emotional intelligence of people, their performance will be improved.

3. Emotional intelligence must be introduced to the employees and managers of the organization and its importance must be emphasized. In addition to the introduction of emotional intelligence to the people in the organization, they must be aware about the importance of this component and the helps it can offer them in their professional and personal life, and also the ways to enhance this capability must be taught to them.

4. Also it is recommended that authorities and managers in employment and appointment of people, try to select the higher scores of emotional intelligence and managers also are recommended to increasing their own creativity and personal skills, try to create more effective relationships with employees and customers.

5.5. Recommendations for future research:

1. Research to investigate the effect of emotional intelligence on other factors such as job satisfaction, job exhaustion etc.

2. Research in this area in other organizations of the country, especially in terms of existence of diverse ethnicities and cultures.
3. Investigating the other factors that influence employee performance.

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