

# Investigation of the Relationship Between Emotional Intelligence and the Organization's Performance (Case Study of Refah Bank Managers in Mashhad)

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## ABSTRACT

Emotional Intelligence is a process that involves careful evaluation of their own and others' emotions, expressing emotions appropriately and adjust the temperature increase the quality and quantity of living standards, the goal of investigate the relationship between emotional intelligence organizational performances, the well-being of bank branches, Mashhad is. Based on the model of emotional intelligence Daniel Goleman, Emotional Intelligence includes four dimensions: self-awareness, self-management, social awareness and relationship management from correlation research methods and study population, sample size was calculated according to branch manager of Morgan 35 and sampling was chosen randomly. Data collection from Bradbry and Grivz Emotional Intelligence Questionnaire (28 questions) and to measure the performance of rating agencies and bank indicators were collected by the bank. According to the above questions reliability standard is approved, emotional Intelligence questionnaire reliability coefficient was calculated for the 0.914 is obtained. Pearson correlation coefficient for the data analysis methods were used to test for significant correlations. Finding it has a direct and positive relationship between emotional intelligence and performance are the branches (with a correlation coefficient 0.652 and p-value 0.000) as well as between each of the components of emotional intelligence (self-awareness and self-management and...) and positively related to subsidiary performance there.

**Keywords:** Emotional Intelligence, Organizational Performance, Managers.

## Introduction

Resolve many of the issues facing organizations need to pay more attention to the feelings and emotions of human resources and the development of effective work groups are. The emergence of new financial institutes and banks, changing

customer behavior, customer expectations and increasing expectations and all other entities can make to a traditional space to compete in an arena where speed, innovation, technology and .... The HRD is now at the forefront of organizational

activities. Organizations are looking for ways to empower your employees (Hosseini, 1389). Emotional intelligence is increasingly recognized as a major work, and for the reasons discussed below. Research has shown that high performance in every field, emotional intelligence is twice higher cognitive abilities (cognitive intelligence) is important. To succeed at the top levels of management, nearly 90% of success is emotional intelligence, intractable problems and mental stress and challenges are dynamic. The importance of emotional intelligence than intellectual intelligence shows (Dehdashti Shahrokh, A. and M. Poor Dooskoohi, 1391) (Hosseini, 1389).

Gelman and his colleagues believe that emotional intelligence in all categories, but the categories of enterprise application management is critical. Why is it that anyone looks at the director and his high-handed person? Cases subordinate managers learn from their emotional behavior. (Dehdashti S. et al., 1391).

Study and research on emotional intelligence has just begun. Emotional intelligence claims that human life can cause some problems to resolve.

### **Emotional intelligence is defined as:**

Emotional intelligence, which is called EI and often abbreviated assessment of the "emotional IQ" or call EQ, the ability, capacity or skill, perception, measure and manage their emotions, and others imply. However, due to the relatively new idea, the exact definition is still controversial among psychologists.

Daniel Goleman (1996) described emotional intelligence. Emotional intelligence is a different kind of intelligence. This intelligence involves knowing the proper sense of self and use it to make decisions in life. Ability to optimally manage the mood and state of mind and control of impulsivity. Factor that caused the failure unattainable goal,

motivation and hope someone does. The sensory awareness of the feelings of the people around you. That good social skills with people and control their emotion in relation to others and the ability to motivate and guide them. Components of emotional intelligence include:

**Self-awareness:** an individual's ability to understand emotions and emotional states. Individual consciousness helps to always remember your thoughts and feelings, and thus helps to understand the person.

**Self-management:** skills that will help people to show their feelings appropriately and friendly community. In other words, the person controlling anger, sadness and fear helps.

**Social awareness:** is the ability to understand others' feelings and emotions in order to attain their goals.

**Social skills (management of relationships):** is the relationship with others in various social situations and essentially means the ability to continue the relationship, according to the capacity of people's feelings or is a social.

### **Emotional Intelligence, Effectiveness and Performance**

With the growing research literature on emotional intelligence theory was proposed to ensure the success and job performance may be more important than general intelligence (IQ) is. Studies show that:

✓ The employees who have a work ethic and sense of duty are high but lack social and emotional intelligence are compared with the same staff that higher emotional intelligence, is weaker.

✓ PremierPersonnelon average 72 percent more than similar workers have their cognitive abilities while this group, 53% more than other employees have social and emotional competencies.

✓ Managers and leaders who have higher yields than other managers of higher emotional intelligence.

✓ Emotional intelligence and social vulnerability management can be a strong predictor of future failures and deviations from the path in the News (Taghian, 1391). Emotional intelligence helps organizations staff and group effectiveness.

### **A Review of Studies**

Virginia and colleagues (2011) in a study entitled "The effect on the accuracy of self-awareness, emotional intelligence and leadership performance" aims to follow a series of investigations, particularly those related to the impact of emotional intelligence on self-awareness and acceptance of others and Khvdpzyry on Performance Evaluation said. There's also a negative relationship between emotional intelligence and leadership performance for managers in their leadership abilities are exaggerated there.

- Chi, Sam (2002) research on the effects of cognitive intelligence, leadership, performance and attitude showed that emotional intelligence in leadership and job performance and attitude has a positive effect.

- Don Chrosil (2006), how can an organization using emotional intelligence, performance, and increase employee productivity and more effective strategies for dealing with human resource is used during organizational change, was examined. The results of this study showed that, contrary to general intelligence, emotional intelligence can not only lead to organizational success, but also can lead to success and career progression and personal.

- Ghasemi Shuryche (1389) in a study entitled The Influence of Emotional Intelligence on the performance of salespeople Bhpkhsh to the results found that the correlation coefficient between emotional intelligence and sales performance of 0.429,

indicating is a positive relationship between the

- sarafrazi and Memarzade (1389) A review of the research at the University of Fars emotional intelligence on performance improvement managers that there is a significant relationship between emotional intelligence and performance management. It is also findings that emotional intelligence can improve management performance.

This is where the importance of emotional intelligence to improve performance management in a dynamic and innovative organization we find. It is hoped that the results will be an effective step to improve the performance of managers.

### **Objectives and Hypotheses**

The aim of the study was to evaluate the relationship between emotional intelligence and enterprise performance management Bank is well Mashhad.

The main hypothesis of the research: the relationship between emotional intelligence and organizational performance, there are bank branches.

### **Secondary Research Hypotheses**

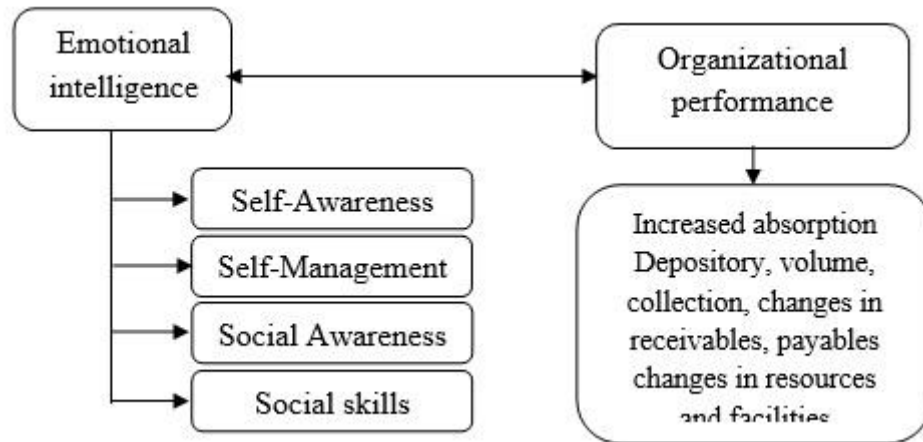
✓ Hypothesis 1: There is a significant relationship between self-Awareness and organizational performance.

✓ Hypothesis 2: There is a significant relationship between self-management and organizational performance.

✓ Hypothesis 3: There is a significant relationship between social awareness and organizational performance

Hypothesis 4: There is a significant relationship between social skills (management of relationships) and organizational performance.

### **Conceptual model**



Scientific research can be classified according to the purpose of the research is the study of applied research. The approach is descriptive and correlational.

In this study, the sample bank branch managers (the number of branches to 40) are in the city of Mashhad.

The population for this study due to the characteristics of simple random sampling method was chosen without replacement, and each director of a unit intended. To determine the sample size required to estimate the sample size tables Jersey Morgan and farmers were used.

The main tools in the study to collect data:

1 - To measure emotional intelligence and emotional intelligence test Bradbry and Wiggers questionnaire (28 questions) was used.

2 - For the performance indicators of bank rankings provided by Bank supervision has been used. The directors of the six indicators (increased absorption Depository, volume, collection, changes in receivables, payables changes in resources and facilities) have been assessed.

3 - Libraries: review of documentation, books, articles and dissertations, and use of Internet resources

Emotional Intelligence Questionnaire reliability coefficient was calculated for the 0.914 is obtained. Regarding the suitability of

alpha coefficients of internal validity is confirmed.

Methods of data analysis. The process is performed by statistical software.

## Findings

### The Main Hypotheses

The main hypothesis: There is a significant relationship between self- Awareness bank branch managers and organizational performance.

The Pearson correlation coefficient was used to explore the relationship. Based on this test Emotional Intelligence impact on performance has been studied and the research hypotheses, the following statistics have 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

Where p Pearson correlation coefficient between two variables is emotional intelligence and enterprise performance management.

According to Pearson 0.652 and  $p=0.001$  is given in Table 1, the null hypothesis is rejected. Show that between EI and Performance of bank branches in the city of

Mashhad, there is a positive and significant relationship.

**Table 1.** Pearson correlation coefficient between EI and Performance of bank branches

Variables	correlation coefficient	p-value
emotional intelligence	0.652	0.000

### Research Sub-Hypothesis:

The first sub-hypothesis:

The main hypothesis: There is a significant relationship between self- Awareness (one of the components of emotional intelligence) bank branch managers and organizational performance. Considering the fact that the correlation coefficient of 0.583 ( $p= 0.000$ ) and ( $p\text{-value} <0.05$ ) the null hypothesis is rejected, the results show a significant relationship between their skills and the knowledge that there is a positive.

**Table 2.** Pearson correlation coefficient between Self Awareness and Performance of bank branches

Variables	correlation coefficient	p-value
Self-awareness	0.583	0.000

### The Second sub-hypothesis

There is a significant relationship between. Self-management (one of the components of emotional intelligence) bank branch managers and organizational performance. Considering the fact that the correlation coefficient 0.515 ( $p=0.002$ ) and ( $p\text{-value} <0.05$ ) and the null hypothesis is rejected and the results show a positive and significant relationship exists between self-management functionality.

**Table 3.** Pearson correlation coefficient between Self-management and Performance of bank branches

Variables	correlation	p-value

	coefficient	
Self-management	0.515	0.000

### The third sub-hypothesis:

There is a significant relationship between social Awareness (one of the components of emotional intelligence) bank branch managers and organizational performance. Note that the correlation coefficient of 0.614 ( $p= 0.000$ ) and ( $p\text{-value} <0.05$ ) the null hypothesis is rejected and the results showed a significant relationship between social awareness and positive performance there.

**Table 4.** Pearson correlation coefficient between Social Awareness and Performance of bank branches

Variables	correlation coefficient	p-value
Social Awareness	0.614	0.000

### The Fourth sub-hypothesis

There is a significant relationship between social skills (one of the components of emotional intelligence) bank branch managers and organizational performance. Note that the correlation coefficient of 0.456 ( $p=0.006$ ) and ( $p\text{-value} <0.05$ ) the null hypothesis is rejected. The results show a significant relationship between management performance and positive relationships exist.

**Table 5.** Pearson correlation coefficient between social skills and Performance of bank branches

Variables	correlation coefficient	p-value
social skills	0.456	0.000

The findings showed that most of the components of social awareness and relationship management components have the lowest correlation with performance. Self-consciousness and its correlation with yield management were ranked second and third.

Survey data shows that the education level of each dimension of emotional intelligence and it has no effect.

### **Evaluation Findings and Conclusion**

Increases the present results with the results of Gelman (1995), Golparvar (1386), Dyjrnya (2011), Tea, Sam (2002), Ghasemi Shvrychh (1389), the relative alignment of the show.

Results of Gelman (1998) showed that approximately 90% of the outstanding common cause between the managers of the organization depends on their emotional intelligence.

The first sub-hypothesis: the results of research in this area with the boss and co-workers (1384), Golparvar (1386) are in agreement.

They do what they feel is right match. Organizational tasks and assignments so that they can better fulfill the conditions of performance are better than others.

The second sub-hypothesis: The results showed a significant relationship between the components of executive function is self-management. The result is that there is a relationship between self-management skills and performance were not unexpected.

Not surprisingly, we manage ourselves, are also important competitive factors. It is clear that if managers and leaders are able to effectively harness their emotions, the emotions of others are unable. The feeling of organizational leaders and managers, more than a personal problem is due to the fact that the publication of emotions, emotions are a leader of the comprehensive effects.

The third sub-hypothesis: the statistical results obtained in this study are significant to verify the relationship between social knowledge and job performance. Sympathetic people in understanding and addressing the needs of clients, customers or subordinates, they are fantastic. They seem to be available, so that people are willing to talk, listen. They listen carefully to what people are really worried, considering all of the find and respond. In addition, empathy attract key talent. Finally, the global economy is growing, empathy and social

skill or knowledge necessary to cope with multiple partners to trade with people from different cultures. Leaders who have no sympathy act in a manner that would create a mismatch. Always a leader for the development, progress and keep skilled people need sympathy, but then there is the talent competition, achieving this task is more difficult.

The fourth sub-hypothesis:

Relationship management of the components in this study is the significant relationship managers said. They soon established a strong connection to a network at work. In this sense we can say that the relationship management skills are the most important components of emotional intelligence. The type and quality of your communication skills to form and express emotions is needed.

### **The Results of This Study**

Implementation of programs including workshops, in-service training, to enhance the emotional intelligence of the relative relationship between emotional intelligence and performance study shows the branch managers. Therefore, by increasing and improving their emotional intelligence, their performance improves.

Placed so they can be taught ways to enhance these capabilities and so the way to enhance their ability to teach.

Also recommended the appointment of administrators and managers who try be employed are people who have higher scores of emotional intelligence to choose. And also suggest that managers with their own creativity and skills to create effective relationships with employees and customers have.

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