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Emotional Intelligence and Organizational Performance

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ABSTRACT

For achievement the role of emotional intelligence in improving the performance, with the aim of promoting the efficiency level of human and organizational resources, this research is following to answer this question that, whether the emotional intelligence is effective in promoting the improvement of staffs' performance (managers and assistants) in Tejarat Bank branches in Ardabil or not? This research is descriptive – correlated and the date collection method was measure – based, the subjects of study were the managers and assistants of Tejarat Bank in Ardabil about 80 people, where based on the Morgan's table 66 persons were selected by proportional methods randomly. The instruments for date collection was researcher-made questioner , which the face – validity and content – validity, studied and confirmed by specialists, the reliability level based on the Cronbach Alpha coefficient estimated %90. Date analysis by using the spss software and descriptive statistics and person correlation coefficient and regression has performed. The results show that there is direct and meaningful correlation between self-knowledge, self0management, relation-management and social-knowledge of managers and assistants with the improvement of organizational performance.

KEYWORDS: Emotional intelligence, self-knowledge, relation-management, social-knowledge, organizational performance.

INTRODUCTION

Emotional intelligence, is a wide term that involves an extended collection of skills and individual characteristics. It is usually consisted of those inter-personal and among-personal skills that go beyond the special doman of pervious knowledge as intelligence quality and technical or professional skills (sobhaninejad and Youzbashi, 2008:9). And since the organizational performance in management domain is an important factor in developing and expanding the organizational aims. It also measures the knowledge of how the goals and purposes of an organization or an institute are achived (Ho.L, 2008). It is clear that, they who have high emotional intelligence, in achieving the organization aims are efficient and useful. Now this research is following to answer this question that, whether the emotional intelligence is effective in promoting the improvement of managers' and assistants' performance in Tejarat Bank branches in Ardabil.

By paying attentions to the results of this study, it is considered that the role of emotional intelligence in improvement of organizational performance is undeniable. Emotional intelligence in official system of Iran is also applied as Excitement Intelligence. The notice to a level of these dimensions for organizations human resources in achieving to much optimal has extended and different training courses with some titles as, the ability to use your awn and others sense and emotions in individual or group behaviors have held and having the training certificate in same branches like customer-basis is compulsive for staffs. By developing the banking system and promotion of competing, noticing to the emotional intelligence dimensions for staffs and authorities of bank office has happened. Today banks for improving the organizational performance invest and compete through the extending of staffs' efficiency. So there is a performing and doing the present study in this sample. Ganjiniya and Habibzade did a research about the role of emotional intelligence on performance of Saderat Banks in Gilan. The results showed that there is a meaningful relation between all the dimensions of emotional intelligence and banks' performance (Ganjiniyan and Habibzade, 2010). Zarehpour and Mortazanejad studied the communicative marketing: the effect of emotional intelligence (excitement) and certainly on banks' performance. The results showed that the promotion of bank managers self-knowledge about their emotions and the understanding and function based on the others emotions have effective efficiency on their financial affairs (Zarehpour and Mortazanejad , 2009).

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Khazaeepour and his colleagues had a research as this title: emotional intelligence, missed ring in efficiency and effectiveness of organizations. Their results showed that, emotional intelligence in promotion of the two characteristic i.e. efficiency and effectiveness has an effective role which is the improvement in individual feelings management and so the social (Khazaeepour and Calleagues, 2010). Brooks and Fakoo have studied the developing of human resources, social investment and emotional intelligence: did they have any relation with efficiency? The results showed that, there is a relation between the development of human resources, social investment and organizational efficiency with emotional intelligence (Brooks and Fakoo, 2006). Teachler and Bimberman did an study about the relation between emotional intelligence and the performance in job environment. The results showed that there is a positive relation between emotional intelligence and job succession (Teachler and Bimberman, 2002).

By studying the researches that have been done in this field, the results and findings show that there is a meaningful correlation between emotional intelligence dimensions and organizational performance, Today by paying attention to the improvement and the role that the staffs have in promotion the organizational performance, the necessity and needs in acceptance and refuse of previous studies have felt. For this, in the present study we try to study the correlation between emotional intelligence and organizational performance in Tejarat Bank branches in Ardabil, so the following hypothesizes will be studied.

Main hypothesis

There is a correlation between emotional intelligence and the improvement of organizational performance in Tejarat Bank branches in Ardabil.

Secondary hypothesizes

1. There is a correlation between self-knowledge and the improvement of organizational performance in Tejarat Bank branches in Ardabil.
2. There is a correlation between self-management and the improvement of organizational performance in Tejarat Bank branches in Ardabil.
3. There is a correlation between Social-knowledge and the improvement of organizational performance in Tejarat Bank branches in Ardabil.
4. There is a correlation between relation-management and the improvement of organizational performance in Tejarat Bank branches in Ardabil.

MATERIALS AND METHODOLOGY

The purpose of the study was practical; the method was descriptive, survey and correlative. The data collection instruments were researchers-made questionnaire for assessment of emotional intelligence and researcher-made organizational performance questionnaire by following of Hersy and Goldsmith (1980) standard questionnaire. The subjects of this study were the managers and assistance of Tejarat Bank branches in Ardabil about 80 people, where the sample of the study based on the Morgan-table were 66 participants. They were selected by proportional method randomly. Face and content validity of questionnaire checked by specialists and its reliability performed by internal consistency of Cronbach Alpha coefficient.

Table(1): *Cronbach Alpha coefficient and variables*

%82	%70	%85	%71	%71	%90
Performance	**Social-knowledge**	**Relation-management**	**Self-management**	**Self-knowledge**	**All the questionnaires**

The analysis of data by using the SPSS software have done and the evaluation of research hypothesizes, analyzed with statistics tests as kolmograph , Smirnoff , Pierson, Regression.

THE RESULTS

In date analyzing by using the kolmograph , Smirnoff results. The level and meaning were greater than 0.05 and it showed the normality of distribution, here we used the person's parametric test. The results of tests based on the research hypothesizes are in the following table.

Table(2): *The research findings based on the results of hypothesizes measurement*

Test results	Organizational performance	Variables	
Confirmed	%585	Pierson correlation coefficient	Emotional intelligence
	0.000	Meaningful level	
Confirmed	%267	Pierson correlation coefficient	Self-knowledge
	%030	Meaningful level	
Confirmed	%348	Pierson correlation coefficient	Self-management
	0.001	Meaningful level	
Confirmed	%634	Pierson correlation coefficient	Social-management
	0.000	Meaningful level	
Confirmed	%493	Pierson correlation coefficient	Relation-management
	0.000	Meaningful level	
66		number	

Paying attention to the results in the table, the findings of the study based on the results of hypotheses evaluation are the following:

1. By paying attention to the meaningful level of 0.000, there is a meaningful relation between emotional intelligence and organizational performance in Tejarat Bank branches in Ardabil.
2. By paying attention to the meaningful level of %30, there is a meaningful relation between self-knowledge and organizational performance in Tejarat Bank branches in Ardabil.
3. By paying attention to the meaningful level of 0.001, there is a meaningful relation between self-management and organizational performance in Tejarat Bank branches in Ardabil.
4. By paying attention to the meaningful level of 0.000, there is a meaningful relation between social-knowledge and organizational performance in Tejarat Bank branches in Ardabil.
5. By paying attention to the meaningful level of 0.000, there is a meaningful relation between relationship-management and organizational performance in Tejarat Bank branches in Ardabil.

DISCUSSION AND RESULTS

The studies show that the relationship between emotional intelligence dimension and organizational performance is reciprocal and demand each other. It means that, from one aspect, the self-knowledge is a key for understanding the weak and strong points, where the entire department as managers, leaders, experts and … who have this ability, always follow their performance feedback to learn from the mistakes. They want to get the ability of setting and arrangement of the disturbs emotions like worries or angriness by self-management and to learn the how of managing these conditions. From another point, every people by knowing others feelings, interests and needs can recognize the counter conditions and uses this information source to make an accurate communication with them. It is only through high social skills that people know where and when show their emotional moods to promote their organizational performance. By paying attention to the findings of Ganjnia and Habibzade(2010), Zarepour and Mortazanejad (2009), Soleiman Tameh and Shakerzade(2008), Khazaeepour and Colleagues (2010), Rahmany Hasimbeigy (2006), Soleimanyfard(2008), Falsafy (2009), Barseed (2000), Brooks and Fakou (2006), Thomas and Collegues (2006), Teachler and Bimberman (2002), Thad Al (2006) and Golman (2006). Noticiny the direct relation between emotional intelligence dimensions and organizational performance the following are proposed for promotion of banks' organizational performance: 1. For having the organizational efficiency not only we should train and instruct the technical skills for managers but also should learn the emotional skills too, for this that they understand and respect each other, follow the common purposes and believe themselves.

2. Managers should rise their creativity in solving the problems, they should be able to understand their internal messages and adopt themselves with new conditions and control the feelings.

We offer to the managers to promote their personal creativity and skills for having effective relation with the staffs and customers.

3. Collecting the effective plans and making the necessary conditions and suitable training in managing the crisis and difficulties which are created by discordant people are the affairs that, having the plans for promotion of staffs' performance and improving the relation-management can achieve them.

4. Paying attention to the marketing principles and concepts in banks and their role in improving the organizations performance, we suggest that for achieving the basic purpose of marketing i.e. for affecting the customers mind, the managers should try in a way control the others feelings to establish their services and their bank brand as one of the main and key needs. For this, the emotional intelligence can be an effective and more efficiency instrument, it can be the determiner of success and defeat in marketing.

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