

# **Assessment of emotional intelligence effect on managers' performance**

## **(A case study on public organizations in Tehran, Iran)**

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### **Abstract**

Nowadays, the science has revealed the importance and effects of mental and emotional processes on human life and currently science attempts to determine emotions and feelings' position in human activities, notions and behaviors. However, sophisticated nature of organizational environment requires managers to present sufficient managerial skills. In this regard, they need to provide good level of emotional intelligence (EI). Although, a higher IQ may lead into success but in order to be an effective manager, they need to provide sufficient EI level as well. The purpose of current study is to assess the relationship between EI and manager's performance. Data was collected from a sample of 325 respondents via standard questionnaire. In order to analyze the data SPSS was used. Findings indicated that there is weak relationship between EI and performance.

**Key words:** emotional intelligence, self-awareness, self-controlling, self-motivation, empathy, and social skills

### Introduction

Scientists in the first place considered only the cognitive dimension of intelligence, which for them it was similar to intelligence quotient. However, later it was identified that intelligence has other dimensions that would contribute to more influences on performance and success, which is called emotional intelligence. Findings indicate that emotional intelligence would make a better friend, husband, co-worker and a better leader as well.

### Problem statement

Researches have shown that leaders have various means to influence employee in organizations. For instance, leaders influence followers' motives and desire through developing a transformational leadership. Further, it is also argued that leaders are able to inspire followers through attractive coaching techniques and building their self-esteem.

Previous studies found that leaders with different levels of emotional and cultural quotient are motivated to work with different style of leadership, which in its accurate position could be able to improve performance. Wang et al. (2010) also found that there is relationship between leadership and performance. Although different levels of emotional quotient seem to affect employees' behavior in relation with different styles of leadership but yet Wang et al. (2010) suggested that dimensions of emotional in relation to different styles of leadership need to be explored more.

Emotional quotient consists of various components (i.e. self-awareness, self-management, social awareness, and relationship management), which deal with different interpersonal and intrapersonal issues (10, 93-102). Further he detailed that emotional quotient is associated with emotional self-awareness, self-control,

transparency, adaptability, empathy, motivation, influence, change management and conflict management. Therefore, any similar characteristic between these two variables will lead organizations into different situations by which the level of performance shall be characterized as well. It should be noted that different situations are the consequences of the leadership emotional.

### **Importance of Study**

Therefore, current research has its importance in term of providing sufficient clues by which it would be easy for us to monitor exchanges between leaders and members among Tehran public selected organizations. The lack of sufficient knowledge on this stream of research suggests using the findings of this research among Tehran public selected organizations. Second, it is important to study emotional quotient in relationship with leadership performance.

Practically, this study is highly motivated to present beneficial information on the level and spirit of the adaptation between leaders' emotional quotient and leadership, as important, to indicate how such critical potential between these variables would be lead into better performance. Critical findings of current study will form the basis in which it would provide a model reflecting emotional quotient significant role in relationship between leaders and performance.

### **Research Objectives**

#### **Major objective**

- To investigate the relationship between EI and leaders' performance

#### **Minor objectives**

- To assess and evaluate EI dimensions
  - 1) To investigate the relationship between self-awareness and leaders' performance

- 2) To investigate the relationship between self-control and leaders' performance
- 3) To investigate the relationship between self-motivation and leaders' performance
- 4) To investigate the relationship between empathy and leaders' performance
- 5) To investigate the relationship between social skills and leaders' performance

### **Research Questions**

#### **Major Question**

Is there any significant relationship between EI and leaders' performance?

#### **Minor Questions**

Is there any significant relationship between self-awareness and leaders' performance?

Is there any significant relationship between self-control and leaders' performance?

Is there any significant relationship between self-motivation and leaders' performance?

Is there any significant relationship between empathy and leaders' performance?

Is there any significant relationship between social skills and leaders' performance?

### **Emotional Quotient and Performance**

In studying intelligence, most psychologists concentrate on the cognitive dimension of the concept (7, 97-113). Particularly, on aspects referred to memory and problem solving. This however, does not suggest that the non-cognitive dimensions of intelligence are not equally critical (23; 11, 81-83). Wechsler (1958) asserted that intelligence is the global potential of every people to perform per-

sistently, to judge logically, and to arrange things appropriately. Prior to this, in 1940 he suggested non-intellective with intellective factors. These non-intellective factors "include all affective and cognitive abilities which enter into global behavior and referred to affective, personal, and social factors as well (21, 185-211).

The process by which emotional intelligence or emotional quotient evolved, has taken over several decades. Emotional quotient is about how well one can connect to others. Similarly, it concerns one's ability to identify and manage his/her emotions toward him/herself benefits and the others. Emotional quotient would distinguish between smart people and the leaders (11, 81-83).

From emotional quotient perspective one is intelligent who is aware of himself and responsive to others (11, 81-83). Intelligent person also manages things wisely, even in unpleasant situations. However, less emotionally literate people shall encounter serious problems including misunderstanding, disturbances and also broken relationships with others. Yet, more scientific approaches asserted that people are able to train and develop their emotional skills in order to perform better and live effectively (11, 81-83).

Emotional quotient has been introduced as a new area in behavioral studies and it seems to be more matured. In fact, emotional quotient indicates the individuals' abilities to recognize, communicate, and convey emotions so that they could address good and bad emotions with themselves and others (21, 185-211). Furthermore, emotional quotient appears to be an integral part of modern society that determines real-life outcomes in relation with intellectual ability and personality factors (20).

Emotional quotient also is supposed to have great contribution to life achievement and success. It has also more important contribution to success than intellectual intelligence. In importance of emotional quotient to success in modern society it is suggested that the benefits of general (cognitive) intelligence are overstated, and emotional quotient may often be more important than conventional

intelligent quotient.

Emotional quotient reflects both positive and negative cultural aspects. On the positive side, the construct emphasizes the value of nonintellectual abilities and attributes for success in living, including emotional understanding, awareness, regulation, and adaptation. The road to success in everyday life is determined partly by intellectual ability, there are other contributing factors, including social competencies, emotional adjustment, emotional sensitivity, practical intelligence, and motivation. There remains an urgent need for emotional quotient specific applications and its logical principles for formulating critical issues and dilemmas (18, 196-231).

In order to elaborate its importance it is necessary to go further into previous studies conducted by many researchers. Since the term emotional intelligence introduced, it was also accepted that previous studies have explored non-cognitive dimensions of intelligence. For them emotional intelligence appeared to be a social intelligence including capabilities to show feelings and emotions, to differentiate between them, and implement such information in order to help people to think and act (21, 185).

They asserted that high emotional clarity scored participants when watched a harrowing movie recovered faster. Those who had high scores on ability to perceive accurately, recognize and assess people's emotions indicated to be positively responsive to the changes that happening around. Basically Salovey and Mayer (21) have developed principles of emotional quotient.

Mayer (1999) stated that those leaders that are unable to perceive followers' emotional motions would miss those signals. From this stand point, any discussion about emotional quotient should be accompany with its effects on leader-member relationships especially in dealing with workplace that include many employees and leaders with different approaches based on their emotional quotient level. Accordingly employees' destiny is highly affected by their emotionally being sensitive, mature and competence.

Emotional quotient helps people in coping with external pressures and understands others (7, 79). If one defines emotional quotient as a kind of capability to present one's feelings and others, then it is easy to understand how emotional quotient can affect performance in a team-based systems development project (Smith 2007). In an environment that there is a shared emotional quotient based decision-making process, change management can happen easily (7, 79). Analysis indicated medium to large correlation between the level of emotional quotient and achieving business outcomes (19, 388). As a result it would affect the performance in short and long run. In a study on transformational and transactional leadership, researchers tried to provide a common structure on emotional quotient and leadership to help researches in this area (13, 1191).

As it is discussed earlier emotional quotient has strong relationships with transformational leadership (15). Transformational leadership has some components such as inspirational, motivation and individualized consideration that are similar to emotional quotient. If employees find out that their emotional quotient can help the organization then the level of cooperation will enhance and the absenteeism will decrease.

Emotional quotient accounts for almost 27% of work performance in UK and it has the capacity to be as high as 60%. Some of the other authors (13, 1191) have studied the relationships between emotional quotient and some of the indicators of performance.

Apart from foregoing discussion about emotional quotient, what makes emotional quotient important is its positive relationship with transformational leadership (16, 49). Accordingly, high emotional quotient scored would contribute to logical decisions, successful relationships and also mutual respectful communications as well. In order to get better level of emotional quotient they need to understand their feelings and simultaneously they should react in respectful manner. Researchers have found that self reported emotional

quotient is connected to three main parts of transformational leadership namely idealized influence, inspirational motivation and individualized consideration. Findings suggest that leaders those report these behaviors are more effective in the work place. For many years evaluating the link between emotional quotient and leadership style has been a concern for researchers. Further studies have confirmed such relations that emotional quotient can affect salary, merit increases and company's rank.

Previous studies (11, 21) investigated emotional quotient from psychological point of view to show its importance in human life, success, decision-making and problem solving. According to them there are some specific models to discuss various dimensions of emotional quotient. Mixed model is one of those models. Based on mixed model of emotional quotient there are five characters that employees and leaders need to present (those shall be discussed in details later in next section).

In summary, it seems that emotional quotient and leadership effectiveness are correlated and in other word the higher emotional quotient level the higher leadership effectiveness (19, 388). Current study is an effort to present another notable aspects of emotional quotient that is, most of the time, related to job satisfaction. In this unique context main motivation is to evaluate how people by different emotional quotient level may react to leadership styles, which in turn many affect performance. Although previous studies may have covered relationship between emotional quotient and some of the leadership styles (i.e transformational) and some may have tried to prove emotional quotient role in improving performance but still there is a lack of research to show emotional quotient effect on relationship between leaders and performance.

### **Research Framework**

Research framework has been developed based on Goleman five-cluster model of EI that are as follow:

1. Self-assessment that is consisted of emotional self-assessment,



correct self-assessment and self-confidence

2. Self-regulation that is consisted of self- controlling, reliability, adoptability and creativity

3. Motivation that is consisted of improvement, commitment, innovation and optimism

4. Empathy that is consisted of understanding, helping to improve others, diversity and political awareness

Social skills that are consisted of penetration, communication, conflict management, leadership, change management, partnership and team working.

### **Methodology**

Since current study does not intend to change measures, thus this study is a descriptive research (survey). Therefore, data were collected via questionnaire. The questionnaires were administered to a sample that would be generalized to entire population.

#### *Data collection*

Following are the most important methods of data collection:

Library studies: in this part data were collected from papers, books and internet

Survey: in this part questionnaire was used

Questionnaire in made of two sections:

Demographic data, which consists of five questions

Professional data, which consists of 32 questions

#### *Population and sample size*

Population refers to group of people or objects that at least have one similar trait (Khaki, 2001). For large population, it is hard to select a sample of them. In current study, in the first phase some of the organizations were selected randomly and then employees were taken from them.

However, questionnaires were distributed to 357 respondents and we received 325 completed questionnaires.

*Dependent and independent variables**Independent variable*

Independent variable consists of measures including EI, self-awareness, self-controlling, self-motivation, empathy, and social skills

*Dependent variable*

Leaders' performance

*Reliability*

Following is a table that indicate questionnaire reliability, which is conducted on SPSS:

Reliability	Female	Male	Total
Cronbach Alpha	0/68	0/74	0/93

As it is indicated, the questionnaire has sufficient reliability to be conducted for current study.

**Findings****Descriptive analysis**

From target sample 325 respondents answered to the questionnaires including 281 male and 44 female, which compromise 86.5% male and only 13.5 female. The age distribution indicates that almost 140 of respondents are aged between 35 to 45 years old, 156 of them are aged between 45 to 55 years old and only 29 of them are aged above 55 years old. In addition, respondents' academic qualification also indicates that most of the respondents have a master degree (66.8%). Further, it is also revealed that most of the leaders (44.3%) have 10 to 15 years of experience in management.

**Hypotheses testing****Major Hypothesis**

H0: There is no relationship between EI and leaders' performance

H1: There is relationship between EI and leaders' performance

According to analysis, it is found that P has a value equal to 0.000 meaning that H1 is accepted and there is positive relationship between EI and leaders' performance, which carries a correlation value of 0.257.

#### Minor Hypotheses

1:

H0: There is no relationship between self-awareness and leaders' performance

H1: There is relationship between self-awareness and leaders' performance

The analysis indicates that the P has a value of 0.000 that shows the H1 is accepted and there is a correlation (0.197) between variables.

2:

H0: There is no relationship between self-controlling and leaders' performance

H1: There is relationship between self-controlling and leaders' performance

Analysis found that the P-value (0.000) carries a meaningful amount, which indicate there is positive relationship between self-controlling and leaders' performance with a value of 0.183 Pearson correlation.

3:

H0: There is no relationship between self-motivation and leaders' performance

H1: There is relationship between self-motivation and leaders' performance

After analyzing the data it is found that a P-value of 0.000 proves the positive relationship between self-motivation and leaders' performance therefore H1 is accepted.

4:

H0: There is no relationship between empathy and leaders' performance

H1: There is relationship between empathy and leaders' performance

Findings indicate that P value (0.000) is significant and show a positive correlation (0.296 Pearson) between empathy and performance. Therefore H1 is accepted too.

5:

H0: There is no relationship between social skills and leaders' performance

H1: There is relationship between social skills and leaders' performance

Once the P-value for such relationship is significant (0.000) and Pearson correlation also indicates a value of 0.279 thus H1 is accepted and it is found there is relationship between social skills and leaders' performance.

In summary, it is found that there is positive relationship between dimensions of EI and leaders' performance among Tehran selected public organizations. According to P-value and Pearson coefficient values, it is concluded that the higher levels of EI will contribute to better performance among leaders. Therefore EI can predict leaders' performance.

### Suggestions

*To hire competent leaders in term of EI:* The role of leaders in success and failure of the organizations is significant. Therefore it is a critical point in hiring the leaders, which requires more caution. For example if organizations conduct qualification tests to hire new staff, it is very important to conduct EI test as well so that they will be able to have better understanding of their future managers.

*To educate and enhance leaders' EI:* As it was discussed earlier, EI can be developed therefore it is suggested to conduct EI test, find leaders' weaknesses in terms of EI and then try to improve them in advance.

*TO enhance EI based leaders:* Since the relationship between EI and performance was revealed, it is also suggested that to give critical positions to those who carry high level of EI.

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