

Surveying the Relationship of Emotional Intelligence and Staffs' Job Performance Case: Chahar Mahal Bakhtiari Province Gas Company

Somayyeh Bahramian^{1,*}, Seyyed Ali Siadat², Tayyebeh Sharifi²

¹Educational Administration, Islamic Azad University, Shar-e-Kord Branch, Iran

²Islamic Azad University, Shar-e-Kord Branch, Iran

*Corresponding author: sommayeh_bahramian@yahoo.com

Received June 14, 2015; Revised June 27, 2015; Accepted July 02, 2015

Abstract The aim of this paper is to survey the relationship of emotional intelligence (EI) and job performance (JP) of staffs working in Chahar Mahal Bakhtiari Province Gas Company (CMBPGC). Study population consisted of 147 staff working in CMBPGC all of which 147 persons were selected as study sample. Data were obtained via two staffs' job performance (Paterson, 1990) and EI (Farnhaeim, 2002) questionnaires having 15 items, and 30 ones respectively based on Likert Scale from completely disagree to completely agree. Findings, based on Pearson's Correlation Coefficient, showed that there would be a significantly positive relationship between emotional intelligence and staffs' job performance. Also, there would be a significantly positive relationship between staffs' self-managerial; self-motivation, social awareness, and management of relations with job performance. Some suggestions were finally raised to make job performance improve through increasing in emotional intelligence to managers.

Keywords: *emotional intelligence (EI), self-awareness, self-managerial, social awareness, job performance*

Cite This Article: Somayyeh Bahramian, Seyyed Ali Siadat, and Tayyebeh Sharifi, "Surveying the Relationship of Emotional Intelligence and Staffs' Job Performance Case: Chahar Mahal Bakhtiari Province Gas Company." *American Journal of Educational Research*, vol. 3, no. 8 (2015): 956-958. doi: 10.12691/education-3-8-1.

1. Introduction

One of the most significant resources in any organization is undoubtedly human resource which consists of a set of individuals with a large number of needs. If these individuals' needs are met and if they are motivated logically, they will surely show their talent, ability and skills to serve their organizations more acceptably.

Psychologists who have concerned individuals' differences regarding scientific intelligence, believe that intelligence is a major difference among various personalities.

Today, the role of intelligence has become more dominant in effectiveness of companies and industries as well and therefore, managers are to achieve a competitive status through individual and social capabilities. One of individual capabilities is emotional intelligence

Emotional Intelligence (EI) has been explained as a type of intelligence by which an exact understanding of emotions and an exact interpretation of emotional conditions can be concluded for both self and the others.

Every body can emotionally be evaluated through EI, that is, how much that person is aware of his/her feelings and emotions and how he/she controls or runs them.

Mayer [17,18] explains that "EI is the ability to identify and evaluate the meaning of emotions, and state and

control it for self and others" while Goleman [12] claimed that "the key of success and effectiveness of any organization refers to the EI of its staffs."

Today, EI is known as a noticeable factor for predicting some indices such as job performance, negotiation, emotional work, work-family related disputes, and job stress (e.g [5,14,15]). Emotions and EI are those features which are known as a base for job performance.

This paper is to survey the relationship between various indices of EI and job performance of staffs working in CMBPGC to primarily measure the level of staffs' EI and then, to identify the relationship of each index with their performance.

2. Literature Review

There is no unique definition of intelligence among psychologists. Some, like Detterman [11], believes that "intelligence is a series of identifiable and independent abilities which are performing as a complex system" and some, like Goleman [12] defines it as "collective ability of individuals for dealing with a purposeful action, logical thinking, or coping with environment effectively."

Some researchers raised this question if measurements of EI could be as an increasing validity for created structures to make issues diversify including individual performance, work of family disputes [16].

Von Roy [23] made a meta-cognition about evaluation of increasing validity for achieving a complex, but desirable, result related to EI. He could find out that EI could predict job performance in working places.

Surveying meta-cognition, Jordan and Newman [15] could conclude that "three types of EI measurements could approve an increasing validity which was higher than ability and cognition. He classified those EI measurements into three groups known as performance-related EI, self-statement ability and combined model of self-statement.

There are several disputes about these three groups, however, there are some good reasons showing these factors can be used as predictor for job performance.

Although combined models were assumed to be conceptual coverage for the other sections, Ashkansi and Daus [6,10] guessed and stated that those sections might predict job performance in fact.

Following Ashkansi's combined model, Jordan [15] claimed that these three measurements could be concluded in some elements such as personality element, tendency, and preferences; consequently, a higher variance could be seen in these measures.

Disagreeing with Ashkansi's theory, James [7] criticised the measurement of abilities related to EI and claimed that it could not be a good tool for making sense the respondents' emotions.

Although this type of measuring EI might create a pure EI and the least coverage for personality measurements, it can have finally a more correlation with traditionally cognitive measurements.

EI might have a more significance in some sections such as services parts and some other jobs in which there are clients exchanging e.g food services stated by Hara that any job performance and satisfaction can be directly related to EI as Morus et al. also found that leaders having higher EI help their persons keep a positive state while exchanging with themselves and clients.

Some believe that emotional work is done when staffs are using their whole emotions to respond entire organization's rules [1].

Bono and Voy [8,9] believe that the significance of emotional work for job performance is even more than economic services section while they are stating emotional work might be stressful for those having no self awareness.

3. Methodology

3.1. Research Purpose and Questions

The general purpose of this paper is to identify the relationship between Emotional Intelligence and Job Performance of staffs working in Chahar Mahal Bakhtiari Province Gas Company by which a main question and four subset questions are also followed:

Main question:

Is there any relationship between Emotional Intelligence and Job Performance of Staffs working in Chahar Mahal Bakhtiari Province Gas Company?

Sub-questions:

-Is there any relationship between self-motivation and job performance?

-Is there any relationship between self-managerial and job performance?

-Is there any relationship between social awareness and job performance?

-Is there any relationship between management of relations and job performance?

3.2. Research Hypotheses

Main Hypothesis:

There is a relationship between Emotional Intelligence and Job Performance of Staffs working in Chahar Mahal Bakhtiari Province Gas Company.

Sub-Hypotheses:

-There is a relationship between self-motivation and job performance.

-There is a relationship between self-managerial and job performance.

-There is a relationship between social awareness and job performance.

-There is a relationship between management of relations and job performance.

3.3. Study Population

Study population consisted of 147 staff working in CMBPGC all of which 147 persons were selected as study sample. Data were obtained via two staffs' job performance (Paterson, 1990) and EI (Farnhaeim, 2002) questionnaires having 15 items, and 30 ones respectively. Both of questionnaires were formed based on a five-rated scale (Likert Scale) having started from completely disagree to completely agree completed by the participants (staffs). Content validity and Chronbach's Alpha ($\alpha=0.86$) were used to measure the questionnaires validity and reliability. To analyze the gathered data, descriptive and inferential statistical indices were used such as frequency, mean, standard deviation, and Pearson's Correlation Coefficient.

4. Findings

Based on the literature review, hypotheses, data gathering and analyses, the following findings are gained shown in the Table 1, Table 2, Table 3 and Table 4.

Table 1. Results gain from Pearson's Correlation Coefficient

Source	Frequency	r	Sig.
EI and JP	147	0.26	0.003
Self-Managerial and JP	147	0.20	0.020
Self-Motivation and JP	147	0.23	0.010
Social Awareness and JP	147	0.25	0.004
Management of Relations and JP	147	0.25	0.004

Table 2. Results gain from Regression

Source	Standard Error	Reg.	t	R ²	Sig.
Self-Managerial	0.10	0.43	3.19	0.33	0.005
Management of Relations	0.14	0.23	1.81	0.12	0.080
Self-Motivation	0.12	0.46	3.42	0.33	0.001
Social Awareness	0.16	0.35	2.73	0.33	0.010

Table 3. Results of t-test for job performance

Index	Mean	SD	df	t	Sig.
Gender					
Male	25.25	4.62	130	0.33	0.74
Female	25.54	3.99			

Table 4. Results of ANOVA for job performance

Source of changes	Sum of squares	df	Mean of squares	F	Sig.
Between groups	85.45	2	42.72	2.17	0.12
Within groups	2543.54	129	19.72		
Total	2628.99	131	62.44		

5. Discussion and Conclusion

Based on the gained results, staffs are affected by some indices such as self-managerial, self-motivation, social awareness and if these indices are promoted among the staffs, it can be predicted that staffs' job performance is respectively increased; therefore, to make a linear regression equation, the self-managerial, self-motivation, social awareness must be concerned along with the staffs' emotional intelligence while management of relations can not make any affect on the staffs' emotional intelligence.

Findings about the relationship between EI and JP of staffs working in CMBPGC is positive and significant; namely, if the staffs have a high EI and control their behaviours in management and relations, then they can achieve a required self-motivation and therefore, they can be directed towards an optimal performance in CMBPGC.

Findings about the relationship between self-managerial and job performance is positive and significant showing that self-managerial index can regulate some stressful emotions such as anxiety and fear, and anger and if they are controlled, the staff can gain an ability to control his/her emotions and it makes him/her become responsible for his/her logic actions.

Findings about the relationship between self-motivation and job performance is positive and significant, too. If there is a positive attitude and life satisfaction, they can make staffs enable to think positively and therefore, they can do their own tasks through the best way and favorably and enjoy working.

Findings about the relationship between social awareness and job performance is positive and significant meaning that some items such as having good communications with others, ability to defend self rights, showing self feelings and emotions towards others and intellectual involvement in affairs can make staffs do their tasks eagerly and enthusiastically and they use their whole ability to make their workplace happy and finally a job and organizational success is brought out.

Also, findings about the relationship between management of relations and job performance is positive and significant, that is, being any management of relations among staffs can cause them show some behaviors such as understanding of feelings and emotions, controlling their emotions and feelings, having satisfaction about their own conditions, being calm and happy while working with his/her colleagues and therefore, it makes the staffs do their duties and tasks energetically to bring up an acceptable organizational success.

Acknowledgement

The authors would like to appreciate those honest CMBPGC employees working daily and nightly hard to supply the calmness of Iranian people.

References

- [1] Ashforth, B. E., & Humphrey, R. H. (1993). Emotional labor in service roles: The influence of identity. *Academy of Management Review*, Vol.18, p. 88-115.
- [2] Austin E J. (2005). Correlates of trait emotional intelligence: results from Canadian and Scottish groups. University of Edinburgh. 7 George square, Edinburgh EH 8JZ Uk.
- [3] Ashkanasy, N. M., Ashton-James, C. E., & Jordan, P. J. (2004). Performance impacts of appraisal and coping with stress in workplace settings: The role of affect and emotional intelligence. In P. Perrewe, & D. Ganster (Eds.), *Research in occupational stress and wellbeing. Emotional and psychological processes and positive intervention a. strategies*, Vol. 3 pp. 1-3). Oxford, U.K.: Elsevier Science.
- [4] Ashkanasy, N.M., & Dasborough, M.T. (2003). Emotional awareness and emotional intelligence in leadership teaching. *Journal of Education for Business*, Vol.79, p.18-22.
- [5] Ashkanasy, N. M., & Daus, C. S. (2002). Emotion in the workplace: The new challenge for managers. *Academy of Management Executive*, Vol.16, p. 76-86.
- [6] Ashkanasy, N. M., & Daus, C. S. (2005). Rumors of the death of emotional intelligence in organizational behavior are vastly exaggerated. *Journal of Organizational Behavior*, 26, 441-452.
- [7] Ashton-James, C.E (2003). Is emotional intelligence a viable construct? MS, University of Queensland Business School, Brisbane, Australia.
- [8] Bono, J.E., Foldes, H.J., Vinson, G., & Muros, J.P. (2007). Workplace emotions: The role of supervision and leadership. *Journal of Applied Psychology*, Vol. 92, p.1357-1367.
- [9] Bono, J.E., & Vey, M.A. (2007). Personality and emotional performance: Extraversion, neuroticism, and self-monitoring. *Journal of Occupational Health Psychology*, Vol. 12, p. 177-192.
- [10] Daus, C.S., & Ashkanasy, N. M. (2005). The case for the ability-based model of emotional intelligence in organizational behavior. *Journal of Organizational Behavior*, Vol. 26, p. 453-466.
- [11] Detterman, D.K. (1986). Humsn intelligence is a complex system of separate processes. (pp. 17-19). Norwood, NJ: Ablen.
- [12] Goleman, D. (1995). *Emotional intelligence: Why it can matter mor than IQ*. (pp.10-35). New York, NY: Bantam.
- [13] Hough, L.M., & Ones, D.S. (2001). The structure, measurement, validity, and use of personality variables in industrial, work, and organizational psychology. In N. Anderson, D. S.Ones, H.K.Sinangil, & C.Viswesvaran (Eds.), *Handbook of industrial, work and organizational psychology*. Thousand Oaks, CA: Sage.
- [14] Humphrey, R.H. (2006). Promising research opportunities in emotions and coping with conflict. *Journal of Management and Organization*, Vol.12, p. 179-186.
- [15] Jordan, P.J., Dasborough, M.T., Daus, C.S., & Ashkanasy, N.M. (2010). A call to context: Comments on emotional intelligence and emotional social competencies. *Industrial and Organizational Psychology: Perspectives on Science and Practice*,
- [16] Lenaghan, J.A., Buda, R., & Eisner, A.B. (2007). An examination of the role of emotional intelligence in work and family conflict. *Journal of Managerial Issues*, Vol.19, p.76-94.
- [17] Mayer, J.D. (1999). Emotional intelligence: Popular or scientific psychology? *APA Monitor*, Vol. 30, No. 50.
- [18] Mayer, J.D., Caruso, D.R., & Salovey, P. (1999). Emotional intelligence meets traditional standards for an intelligence. *Intelligence*, Vol.27, p. 267-298.
- [19] Mayer, J. D., & Salovey, P. (1997). What is emotional intelligence? In P. Salovey (Ed.), *Emotional development and emotional intelligence* (pp. 3-31). New York: Basic Books.
- [20] Mayer, J.D., Salovey, P., & Caruso, D. (2002). Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT): User's manual. Toronto, ON: Multi-Health Systems.
- [21] Mayer, J.D., Salovey, P., Caruso, D., & Sitarenios, G. (2003). Measuring emotional intelligence with the MSCEIT V2.0. *Emotion*, Vol. 3, p.97-105.
- [22] Mayer, J.D., Salovey, P., & Caruso, D.R. (1999). Emotional intelligence as zeitgeist as personality and as a mental ability. (pp. 9-12). San Francisco, CA: Jossey- Bass.
- [23] Van Rooy, D., & Viswesvaran, C.(2004). Emotional intelligence: A meta-analytic investigation of predictive validity and nomological net. *Journal of Vocational Behavior*, Vol.65, p.71-95.