

**Assessing the Effect of Emotional Intelligence
on Human Resource Productivity
Case study: Social Security Organization of Ardabil Province**

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Abstract

The aim of this study is to investigate the Effect of human resource emotional intelligence on their productivity in Social Security Organization of Ardabil province. To achieve our goal, 100 employees from Social Security Organization of Ardabil Province were selected by random sampling. For data collection, we used different methods such as interview and questionnaires. The instruments used in the study were emotional intelligence "Cyberia Shrink" standard questionnaire which is developed based on the four dimensions of emotional intelligence (self-awareness, self-management, social-awareness, relationship management) and "ACHIVE" questionnaire, to assess the human resource productivity. To analyze the data, they were entered into SPSS program, using descriptive analysis and regression. The Results indicated that there is a statistically significant correlation between emotional intelligence and human resource productivity. Furthermore, it was found that each dimension of employees' emotional intelligence have an influence on their productivity.

Keywords: Emotional Intelligence, Human Resource Productivity, Social Security Organization, Iran.

Introduction

One of the most important characteristics of an individual is the Emotional Intelligence. In management, the emotional intelligence, which is rooted in psychology, is a new aspect of management studies. Considering the broad dimensions of emotional intelligence and its important role in the individual and social life of people, in management studies, in organizational behavior the role of Emotional intelligence in improving the performance of the managers and staffs is the principal axis of many investigations. Management literatures indicate that managerial skills in general and emotional intelligence in particular, have a determining role in the success of managers in the workplace (Rahnavard & Jubar, 1387, 101). Competition among the organizations makes managers to welcome every opportunity which leads to progress. In the past 25 years there was a great emphasis on interest productivity; therefore there is an attempt to minimize the limitations for staffs in order to achieve higher productivity (Rezaei, 1382, 131). The reason is that the human resources has been seen as the fundamental pillar and the most important factor in improving and promoting the interest productivity of organizations and ultimately national interest productivity and to have a productive organization we need productive human resources (Taheri, 1385, 92). It seems that the effect of emotional intelligence on productivity is because comes from the fact that this approach deals with all aspects of individual, emotional,

interpersonal, social and self-awareness in providing optimum productivity of organizations and encourage constructive actions in the workplace. Although individual's performance in the organizations and workplaces is influenced by hardware and technical facilities, the psychological, social and cultural aspects and issues in the workplaces have more determining effect (Saatchi, 1379, 42). Regarding the fact that there are limited resources and facilities available for organizations and many resources are Nonrenewable, so it is impossible to rely on such resources and facilities to meet unlimited needs. So the only logical and possible way is to obtain maximum productivity by minimum resources and this is the point underlying the productivity concept and focusing on it can be useful for organization and the community that the organization is located. Attempts to improve and use effectively various resources such as labor, capital, materials, energy and information is The goal of all managers of economic organizations and production units, industrial and service institutions (Tavary et al., 1387, 73).

Human resource being is the most pivotal element in the field of management which management experts focus on it during different period of times. Recently, emotional intelligence also attracted attentions of most scientists and research results show that emotional intelligence is influential in successful performance of individuals and organizations at least as individuals' IQ. It can be said that although a motivating force in the twentieth century, was logical intelligence or IQ, the evidence show that in the twenty-first century emotional intelligence will leads to great changes (Abedi Jafari & Moradi, 1384, 64).

In this study, the productivity of human resource is assumed as the dependent variable and emotional intelligence as the independent variables and there is an attempt to assess the effect of employee's emotional intelligence on their productivity. Social security organization is one of the organizations which play an important role in the development of facilities and services in the country. Low productivity, especially in human resources productivity can be far bitter loss. In general, our concern in this study is to explain and discover the relationship between emotional intelligence of the employees in social security organization in Ardabil and their productivity. This research aims to answer following questions:

- 1- Is there any relationship between employee emotional intelligence and their productivity?
- 2- Is there any relationship between each components of emotional intelligence and human resource productivity?

Review of literature

The concept of emotional intelligence

Emotional intelligence involves emotion (excitement) and recognition. Emotional intelligence means the use of emotions in solving problems and having a useful, creative and constructive life. Here brain and heart or intelligence and affection help together (Zarei Matin, 1388, 37).

Emotional intelligence is a category of non-cognitive skills, qualifications and competence that is effect the individual ability in overcoming of demands and environmental pressures (Martyz, 1997, 72) And with composure, discipline and sympathy capacity charity to leaders offer that, contrary to the view that said emotion is always interfere with thought, it can transfer their interests and to attract them (Nay, 1387, 138). Charles Darwin first introduced the subject of emotional intelligence in 1837 and proved that express emotions play a vital role in people adaptive behavior (Siyaruchi et al., 1383, 17). But emotional intelligence is more known by Daniel Goleman that said emotional intelligence is as the best seer of success in the life (Aghahoosinaly Shirazi, 1387, 12).

Components of emotional intelligence

Goleman (2001) investigated 600 managers of organizational expert and postgraduate students introduced his model in the following four frames:

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Self-consciousness: can administer diagnose properly their feelings at any time to update and can interfere the best they in their decision making? Such as emotional self-awareness, self-awareness and self-confidence.

Self- Management: can administer management their feelings towards the positive results? Such as adaptation, motivation and initiative in seeking success.

Social Awareness: can administer detect properly others feelings when in confrontation with them or while working with them? Its identity as sympathy, service oriented and organization awareness.

Relationship management (social skills): can administer manage effectively and constructively communications with others and lead towards positive outcomes? Like, nurturing others, influence, communication, conflict management, imaging, analysis of change, quell disputes, cooperation and workgroup (Babaei & Momeni, 1384, 37).

Emotional intelligence and cognitive intelligence

Emotional intelligence and intelligence quotient (IQ) are not against each other, but they are different (Khaef Elahi & Dostar, 1382, 54). Researchers of emotional intelligence with biological and psychological reasons said that emotional intelligence has separation with cognitive intelligence. Of course, this point is necessary to say that IQ and EQ are able measure of ability, not ability. IQ includes capabilities reminder, logical thinking and subjective thinking, while the emotional intelligence is implies how to use measures of IQ to success in life (Akbarzadeh, 1383, 57).

Emotional intelligence is including collection of skill that most of them can be through education and learning (Fatemi, 1386, 56). Level of emotional intelligence in terms of inheritance is not fixed and do not make only childhood. Individual competence is growing in emotional intelligence and contrary cognitive intelligence that has very little changed after adolescence, emotional intelligence is learned largely and it is formed in life with learning from experience (Nikkah et al., 1385, 125).

Human Resource Productivity

In today's world, capabilities, economic strength and prosperity of each country depend on the optimum use of facilities, resources and human resources of country. Therefore, productivity and efficiency is valuable factor from all managers' view and all of them for maintain their organizations going to more effective. New studies shows achieving high performance in an organization depend on human resource development. Increasing of productivity is one of the effective factors that lead to organization improvement. In this context, several factors are involved. Understanding of effective factors on employee's productivity can assist managers to management of these factors and increase employees productivity and ultimately organization productivity (Rezai & Saatchi, 1387, 30). Labor productivity is key indicator the work force performance (Dtta et al., 2005, 135) and in staff level dedicates to analyze, measure and improved human resources productivity (Khaki, 1376, 37).

Resource of productivity is always a major topic in discussions of economic therefore identified the source productivity is crucial (Stem, 2007, 62). Human resource is most valuable resource that exists in any organization and it is capital not cost (Harrison, 1386, 9). If any problems come to them, it can affect on organization service quality and productivity (Aghazadeh, 2008, 749).

Relationship between Emotional Intelligence and Human Resource Productivity

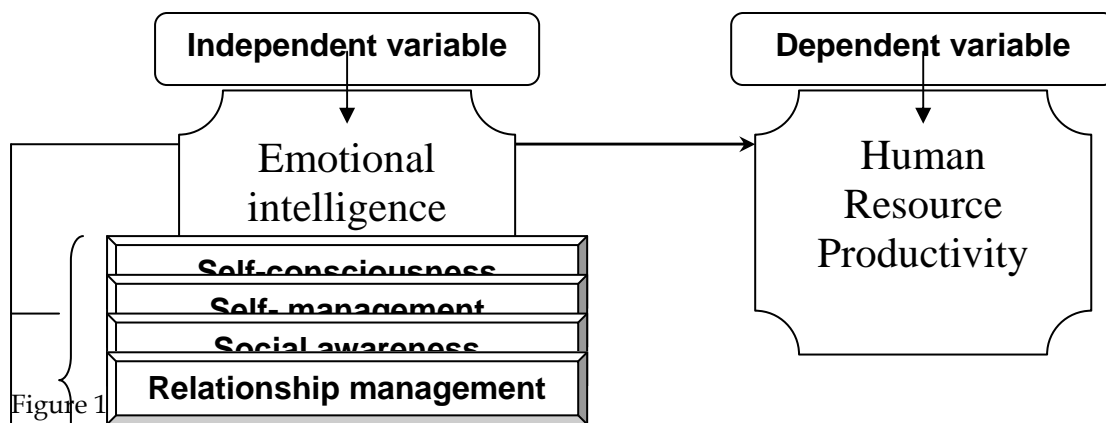
Today's, managers face with many issues of human resources and productivity in organizations which can not solve all of them with mechanisms of technical and technological development and they are demands more attention to feelings and emotions of human resource (Zarei Matin, 1388 ,33-34). Overview of scientific findings show that the role of positive emotions such as patience, good nose, feel self-esteem and etc. in parallelism with logical factors Includes being smart thinking, logical analysis and other matters for achieve the human success do not recognize yet. Some researchers believe that the role of emotional intelligence in the effective use of productivity is 80% and the role of cognitive intelligence 20% (Shirvani, 1383, 52). Emotional intelligence is the latest competitive

advantage. Most businesses have limitation in personnel and resources. Thus it is necessary to led personnel and resources by using the best available method. Emotional intelligence is a catalyst or a strong facilitator for staff, innovation, creativity and productivity and it have important role in improve the competitive advantage (Aghayar & Sharifi Daramadi, 1385, 139). It as a useful factor to understand and predict individual performance and in areas such as employing, maintain staff morale and commitment, innovation, efficiency, productivity, customer loyalty, service quality and

etc influences in effectiveness of the organization (Karimi Shahri, 1385, 125). Kaplman (1990) argues that support Social – emotional in organizational environment affected on cognitive, emotional, and spirit of people and increase the individuals motivation and increase their productivity (Matthew, 2007, 680).

Conceptual framework and hypothesis

Despite many researches that studied emotional intelligence, but there is no agreement about the concept of emotional intelligence and its theoretical components. And if see the existing literature on this field, you can noted that different researchers said different component of emotional intelligence. In Nigeria by "Nwokah & Ahiauzu" (2009) was evaluated the effect of emotional intelligence on organizations performance. Self-awareness, social awareness, relationship management and self-management were dimensions of emotional intelligence. In this study, personnel emotional intelligence is as Independent variable and human resource productivity is as dependent variable. Conceptual model of this study is provided as follows:



Hypotheses are follows:

The main hypothesis

Employee's emotional intelligence has an impact on their productivity

Specifically, our hypotheses are:

- 1- Employee's self- awareness has an impact on their productivity.
- 2- Employee's social- awareness has an impact on their productivity.
- 3- Employee's self- management has an impact on their productivity.
- 4- Employee's Relationship management has an impact on their productivity.

Methodology

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In this study with due attention to objectives and nature of research according to classified research is descriptive. This research is a practical research and we used a parametric method. To test hypotheses was used of correlation and regression test.

Sample

Sampling population which was studied was the social security organization in Ardabil province, which includes Office and its branches (branch 1 and branch 2) Each of which respectively have 35 and 80 and 25 employees. The sample was 100 employees and using simple random sampling .After the distribution, 84 questionnaires were analyzed.

Measures

In this study two questionnaires were used as follows:

- 1- Emotional Intelligence: For measured it we used "Cyberia Shrink" Questionnaire which has 26 questions. Emotional intelligence measured by four variables, namely self- awareness, self- management, social- awareness and relationship management. For measuring it we adopt the five-point Likert scale (1-strongly disagree to 5-strongly agree).
- 2- Human resource productivity: For measured it we used "ACHIVE" Questionnaire that contains 21 questions and we adopt the five-point Likert scale.

Analysis

Table 1 summarizes the profile of interviewees.

| Table 1. General data of samples in the study | | | |
|--|---------------------|------------------|--------------|
| Sample demographics | | | |
| Feature of population | | Frequency | Total |
| Sex | Male | 65 | 84 |
| | Female | 19 | |
| Age | 20-30 | 24 | |
| | 31-40 | 32 | |
| | 41-50 | 28 | |
| Education | Diploma | 26 | 84 |
| | College | 18 | |
| | University | 38 | |
| | Postgraduate | 2 | |
| Marital status | Married | 58 | 84 |
| | Single | 26 | |

Results

Table 2 presents the regression results. This table shows that there is the positive correlation for the dimensions of emotional intelligence with human resource productivity. Hence, the hypotheses are supported. Table 3 shows the analysis of hypotheses.

Table 2. Correlations of human resource productivity with emotional intelligence and its dimensions

| | emotional intelligence | self-awareness | self-management | social-awareness | relationship management |
|------------------------------------|------------------------|----------------|-----------------|------------------|-------------------------|
| Sig. (2-tailed) | .000 | .0003 | .0001 | .0002 | .000 |
| Human Resource Productivity | 0.80** | 0.42** | 0.10** | 0.30** | 0.76** |

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3. Analysis of hypotheses

| | Variable | Regression coefficients | β | t | Significant level |
|------------------------------|-------------------------|-------------------------|------|--------|-------------------|
| Main hypothesis | Constant | 29.014 | | 8.049 | 0.000 |
| | Emotional intelligence | .674 | .806 | 12.330 | 0.000 |
| First sub-hypothesis | Constant | 75.443 | | 22.074 | 0.000 |
| | Self- Awareness | .761 | .42 | 0.411 | 0.003 |
| Second sub-hypothesis | Constant | 84.473 | | 24.811 | 0.000 |
| | Social- Awareness | .694 | .30 | 3.111 | 0.002 |
| Third sub-hypothesis | Constant | 79.801 | | 14.87 | 0.000 |
| | Self- Management | .318 | .108 | 1.080 | 0.001 |
| Fourth sub-hypothesis | Constant | 75.673 | | 33.843 | 0.000 |
| | Relationship management | 1.22 | .76 | 7.87 | 0.000 |

Discussion

Considering the significant level (0.00) in Table 2 can be seen that the main hypothesis is confirmed. The emotional intelligence is effective on human resource productivity and there is a direct relationship between these two variables. Determine the effect due attention to beta coefficient, shows that this effect is direct. The regression model with considering table 3 can be written as follows which significant level is: 95%

$$Y = .674X + 29.014$$

The significant level of first sub-hypothesis (0.03) that is smaller than (0.05) and therefore the first sub-hypothesis is confirmed. Self-awareness is effective on the human resource productivity and there is a direct relationship between these two variables. Determine the effect due attention to beta coefficient, shows that this effect is direct. The regression model with considering table 3 can be written as follows which significant level is: 95%

$$Y = .761X_1 + 75.44$$

With considering table 2 can be seen that the significant level of second sub-hypothesis (0.02) that is smaller than (0.05) and therefore the first sub-hypothesis is confirmed. Social- awareness is effective on the human resource productivity and there is a direct relationship between these two variables. Determine the effect due attention to beta coefficient, shows that this effect is direct. The regression model with considering table 3 can be written as follows which significant level is: 95%

$$Y = .694x_2 + 84.473$$

The significant level of third sub-hypothesis (0.01) that is smaller than (0.05) and therefore the third sub-hypothesis is confirmed. Self- management is effective on the productivity of their employees and there is a direct relationship between these two variables. Determine the effect due attention to beta coefficient, shows that this effect is direct. The regression model with considering table 3 can be written as follows which significant level is: 95%

$$Y = .318X_4 + 79.80$$

Finally, due attention to table 2 the fourth sub-hypothesis is also confirmed. Results show that relationship management is effective on the human resource productivity and there is a direct relationship between these two variables. Determine the effect due attention to beta coefficient, shows

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that this effect is direct. The regression model with considering table 3 can be written as follows which significant level is: 95%

$$Y=1.22X_3+75.673$$

Conclusion and suggestions

The present study has been conducted based on one main hypothesis and four other hypotheses, aiming to assess the effect of emotional intelligence on human resource productivity in social security organization of Ardabil and its branches. The results, obtained from the analysis of employee's responses, indicated that emotional intelligence of employees has effect on their productivity. Also, each of the dimensions of emotional intelligence (self-awareness, social awareness, self-management and relationship management) has a statistically significant and positive correlation with human resource productivity.

It was seen that the mean of employees' emotional intelligence is less than the expected average (78). Our suggestion for organizations and managers is to administer counseling classes and courses to develop and improve their employees' emotional intelligence. They should increase the cooperative spirit and sense of solidarity in the organization, and make an encouraging environment for staffs. They can use the process of development of emotional intelligence in workplace. It is recommended that people always evaluate their feelings and looking for victory. They should review books on emotional intelligence and ways to increase it and ask experts in this area to help them. Organization can provide leaflets about how to increase emotional intelligence.

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