Survey of relationship between dimensions of emotional intelligence and effectiveness of managers’ of Ardebil universities

Behrouz Eskandarpour\textsuperscript{1}*, and Mariam Amiri\textsuperscript{2}

\textsuperscript{1} Member of Staff, Department of Management, Payame Noor University (PNU), PO Box: 19395-3697, IR. Iran.

\textsuperscript{2} Bilasuvar Branch, Islamic Azad University, Bilasuvar, Iran.

\textsuperscript{*Corresponding Author Email:} skandarpur@yahoo.com

Abstract

Increasing interest and attention to the current research about the relationship between emotional intelligence and effectiveness lead to development and creation of a set of opinions and foundations. In this way, to reach to a valid and obvious viewpoint about relation of different dimensions of emotional intelligence and effectiveness and removing current vacuum yet in order to obtain clear results need to do further and newer researches and hypothesis testing. The aim of this paper is survey of relationship between emotional intelligence and academic manager’s effectiveness in Ardebil. This research is descriptive emotional intelligence analytical and participants of this paper are all managers of Ardebil universities, from whom 44 managers were selected randomly as a sample with respect to the Morighan table and we used standard emotional intelligence Questionnaire Sibra Shring and effectiveness questionnaire using effectiveness indexes of managers according to Agil Parsonz model. We analyzed data using variance analysis testing and Duncan testing. Results show that there is significant difference between different levels of emotional intelligence and effectiveness of university managers (P= 0.005).

Keywords: emotional intelligence, manager, university, effectiveness.

Introduction

Emotions are always at the central focus of human being, because they are important during every effort and every important action of human. Because of current progress in health psychology field, psych hygiene and behavioral medicine, the importance of the role of emotion is emphasized (Lia et al., 2003). In current competitive environments, in order to save competitive merits, organizations need to have managers with more mental and special competences.

Successful managers can combine strong interpersonal skills with special knowledge to improve their own operation and potential. In this way, emotional intelligence makes the basis to the improvement of interpersonal skills (Keshkar\textsuperscript{en} et al, 2011). Emotional intelligence is supervising ability to the emotions and feelings of oneself and others, capability of recognition and realization of emotions and use of sentimental knowledge in the way of leading thinking and communication (Mier and Lovi, 1990). Emotional intelligence is one of the indexes that can play important role in managers’ relationship with the members of organization (mokhtar\textsuperscript{pour} and Siadat, 2005) and organization managers can have important role in the way of acquiring organization’s purpose and it’s management using the merits of emotional intelligence (Sechi eT al., 2004). According to Baron\textsuperscript{1} emotional intelligence is a branch of unknown skills, aptitudes, capabilities that increases individual's success ability in contrast to environmental pressures and expediencies (Hann, 2005), sentimental intelligence can have important role in workplace (Robins. 2007).

Researchers claim that sentimental intelligence can predict their operation and effectiveness amount (Saarni, 2007). Capability of using emotions and emotion creation is important in effectiveness of group members in ease of problem solving (Forges & Mayer, 2005).

Emotional intelligence depends on individual's knowledge of oneself and others, interpersonal relationship, environmental consistency in the way of meeting ones own needs and social expectations. It
predicts individual success, because it shows individual action in necessary successes (Bar-on, 2006). Goleman is one of the researchers who believe that emotional intelligence contain internal and external elements. He sets concept of emotional intelligence at five areas: 1) Awareness of self emotions, 2) emotions control, 3) self stimulation, 4) recognition of others' emotion, 5) control (Malai et al., 2011).

Effectiveness is level & amount of obtaining specified purposes. In the other words, effectiveness show that expatiated results come from how much efforts (Kazemi and Abtahi, 2000). Piter Draker believes that effectiveness means right actions. Effectiveness can be considered key of organization success (Alage Band, 1996 pp17), in Moeen culture with the meaning of usefulness which leave trace (Moeen, 1974). In management, its necessary to examine efficiency of a manager with the exports of a manager not with his imports, that is with the successes of his action not with the set of actions that is delegated to him or he does in a day. The correct definition of effectiveness is the amount of manager's success in the field of efficiency & the result of acts that are delegated to him (Sotani, 2005). The relationship between emotional intelligence & effectiveness of managers contain special importance. Some of the managers can not receive treatment & produce correct response to the treatments because of their low relationship with others. Effective & successful managers are almost different with such managers in all aspects. They play leader role. According to the Goleman, effective & successful manager is inspiration. Provides motivation, generates undertaking, who continually reinforces capabilities of emotional intelligence of his/herself & changes his/her leadership style with respect to the needs. Effective managers are good motivators. In sum, effective managers focus on the improvement of sentimental intelligence and sentimental capabilities generation (Babaei and Momeni, 2007).

Since educational institutions, especially high education centers and universities are large and complex organizations that have more relation with work force rather than other organizations and warrant upbringing and securing specialist and efficient work force in society, have much sensitivity. Therefore effective management is important and need expedience manner. In this way, the most important personality elements that can help managers in their correct and up to date management operations, is emotional intelligence. In other side, regarding the importance of managers' effectiveness in high level of organization and with respect to the importance and role of management and leadership in organization and with respect to the type of managers' action and their role in universities, persons who are selected as a manager to be able to lead group (professors, staffs, students) in correct direction by creating correct relations. Existence of such managers with high emotional intelligence by increasing staffs motivation, professors and students, increasing staffs' job satisfaction, useful relation with the members of organization, and creation of appropriate educational and research based context are important. This issue can also be useful and appropriate in the speedy recognition of emotional intelligence and its effectiveness. With respect to the current explanations and with regard to the importance of managers' effectiveness in universities and the effect of emotional intelligence on it, researchers decided that with the aim of identifying the relationship between emotional intelligence and effectiveness of managers' of Ardebil universities, it's necessary to survey this issue and use the obtained result in order to facilitate future decision making of heads of university.

Literature review

Drew and Toddle (2006), in research with the topic of "survey of relationship between emotional intelligence and students' and teachers' operation" found that findings of research do not confirm significant relationship for one of the research variables, in general there is meaningful correlation between scores of emotional intelligence scores of personal and interpersonal aspects of students and teachers. Joibar (2008) had a research with the topic of "comparison of emotional intelligence among three levels of managers (excellent, moderate and basis) of management and planning organization and sub-organization of the country. Obtained results show that there is significant relationship among self-motivating, self awareness, and self control, but there is not different in two dimensions' of sympathy and social skill.

Research purpose

Considering theoretical and research based principles, the main purpose of this paper is measurement of level of managers' effectiveness, emotional intelligence dimensions (self awareness, self control, self motivating, sympathy, and social skill of manager) of Ardebil universities. Hence, this research has done to provide answer to the question whether there is significant difference between emotional intelligence and manager's effectiveness that this question has six hypotheses which are as follow:

Research hypotheses
1). There is significant difference between different levels of emotional intelligence in effectiveness of managers in Ardebi universities.
2). There is significant difference between different levels of self awareness in effectiveness of managers in Ardebi universities.
3). There is significant difference between different levels of self control in effectiveness of managers in Ardebi universities.
4). There is significant difference between different levels of self motivating in effectiveness of managers in Ardebi universities.
5). There is significant difference between different levels of sympathy in effectiveness of managers in Ardebi universities.
6). There is significant difference between different levels of social skills in effectiveness of managers in Ardebi universities.

![Conceptual model for research viriyavid, Jiamsuchon, (2008)](image)

Emotional intelligence: means capability of motivation maintenance, resistance against bad condition, control against strokes, delay of successes and sympathy with others and being hopeful (Goleman, 1995, P18).

Self- awareness: understanding ones own feeling and use of those priorities to lead oneself in decision making to do one realistic examination of ones own capabilities and self- confidence.

Self-motivating: using the deepest interest to move and lead toward purposes help us to proceed in the way of competence and lead us to resistance against weaknesses and regressions.

Self-control: being compatible with ones own emotions, in a way that instead of interference in action, help us to facilitate it.

Sympathy: means understanding feeling of others, capability of considering their viewpoints, the way of interacting with individual's emotional response and developing compatibility with different people.

Social skills: being compatible with sentiments in relations and careful understanding of situations and social networks, capability of appropriate interaction with changes, psyche-balance, use of this skills for leader and persuasion, negotiation and problem solving for colleagueship and group working (Goleman, 1995 ).(Maleki, and Aversin, 2008).

Effectiveness of manager: based on doing successful devolved actions and obtain ability of organization's purpose and satisfaction of subalterns and observation of organization are determined value system (Seed Ameri, 2002).

**Research method**

The current paper has done using descriptive- analytical method. Participants of research were all of the managers of Ardebil universities who were examined using Morighan Table for emotional intelligence and effectiveness of 44 and 132 participants respectively. They also were selected using simple random sampling.

In this research, managers used standard Sirya Shring questionnaire in order to determine dimensions of emotional intelligence and effectiveness indexes of managers based on AGIL Parsonzmodel
were used to determine effectiveness of professors, the main indexes are consistency and conformity, obtaining purpose and continuity. Using Cronbach's α coefficient emotional intelligence questionnaire was .745 and effectiveness was .857.

**Data analysis**

Descriptive statistics was used to describe data, and variance analysis test and Duncan test and SPSS software were used to analyze data.

**Research Findings**

<table>
<thead>
<tr>
<th>Research Hypothesis</th>
<th>Mean square</th>
<th>F</th>
<th>Sig</th>
<th>Hypothesis results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional intelligence</td>
<td>165.341</td>
<td>5.480</td>
<td>.008</td>
<td>Was supported</td>
</tr>
<tr>
<td>Self awareness</td>
<td>154.776</td>
<td>5.044</td>
<td>.011</td>
<td>Was supported</td>
</tr>
<tr>
<td>Self control</td>
<td>165.694</td>
<td>5.495</td>
<td>.008</td>
<td>Was supported</td>
</tr>
<tr>
<td>Self motivating</td>
<td>152.464</td>
<td>4.950</td>
<td>.012</td>
<td>Was supported</td>
</tr>
<tr>
<td>Sympathy</td>
<td>162.405</td>
<td>5.357</td>
<td>.009</td>
<td>Was supported</td>
</tr>
<tr>
<td>Social skill</td>
<td>159.800</td>
<td>5.249</td>
<td>.009</td>
<td>Was supported</td>
</tr>
</tbody>
</table>

Considering the above variance analysis testing table, since sig = 0.008 which is less than 0.05, therefore our null hypothesis is rejected and alternative hypothesis is supported, so we can conclude that there is significant difference between different levels of emotional intelligence in managers' effectiveness of Ardebil universities.

Considering the above variance analysis testing table, since sig = 0.011 which is less than 0.05, therefore our null hypothesis is rejected and alternative hypothesis is supported, so we can conclude that there is significant difference between different levels of self awareness in managers' effectiveness of Ardebil universities.

With regard to the above variance analysis testing table, since sig = 0.008 which is less than 0.05, therefore our null hypothesis is rejected and alternative hypothesis is supported, so we can conclude that there is significant difference between different levels of self control in managers' effectiveness of Ardebil universities.

Considering the above variance analysis testing table, since sig = 0.012 which is less than 0.05, therefore our null hypothesis is rejected and alternative hypothesis is supported, so we can conclude that there is significant difference between different levels of self motivating in managers' effectiveness of Ardebil universities.

With respect to the above variance analysis testing table, since sig = 0.009 which is less than 0.05, therefore our null hypothesis is rejected and alternative hypothesis is supported, so we can conclude that there is significant difference between different levels of sympathy in managers' effectiveness of Ardebil universities.

Considering the above variance analysis testing table, since sig = 0.009 which is less than 0.05, therefore our null hypothesis is rejected and alternative hypothesis is supported, so we can conclude that there is significant difference between different levels of social skills in managers' effectiveness of Ardebil universities.

The obtained results from Duncan test show that at the higher level of emotional intelligence, self awareness, self motivating, and social skill, managers are so efficient in their job and in the case of sympathy index managers who are in moderate level, have much effectiveness and also with high and moderate level of self controlling in managers, their effectiveness will be at high level.

**Result and discussion**

Emotional intelligence is by itself largest factor in predicting persons in their emotional intelligence and is also strongest force for successful leadership (Augusto, 2007). And it can be considered one of the personality based index of high education institutes' managers. In spite of increased attention and focus on emotions and emotional intelligence during two past decades, the amount of general unawareness of understanding and management of emotions is so exciting (Chamorro, 2007). At this time, researches in current years show that the importance of emotional intelligence is progressive to improve organizations' position.
With the survey of findings of this research one can found that there is significant difference between emotional intelligence and managers’ effectiveness. This findings is determiner of some other findings such as those of Cherniss (2001), Drew, Todd (2006), Wang and Law (2004), Barsade (2000), Mokhtari Pour and Siadat (2007), and Eid (2007). These researches have shown that emotional intelligence has relationship with the effectiveness, operation and effectiveness of managers, staffs and professors. By its being acquisitive, emotional intelligence tells us that managers are able to improve such capability in them. Individuals who have higher intelligence can have higher effectiveness. Therefore attention to the improvement and bringing sentimental capabilities of managers to reach to an organization with higher effectiveness is at the central point of academic activities. Perhaps use of new educational operations in the classroom can create the field of improvement of emotional intelligence and effectiveness, and also considering the importance of emotional intelligence in success of managers in their own managerial activities, one can view it as an effective factor in managers’ selection and employment process and their job improvement.

Suggestions
1). It’s better to have adequate educations about manager’s awareness in relation to the way of their interaction with emotions and sentiments and their control, and even the most important case of management of emotions and sentiments.
2). There is suggestion to have academic periods in relation to emotional intelligence for managers and members of faculty.
3). Because of awareness of the emotional intelligence in our country and especially at the academic context and necessity of educational syllabus writers’ acquaintance with this topic, it’s better to give priority and more attention to it.

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