



Investigating the effects of emotional intelligence on social-mental factors of human resource productivity



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ABSTRACT

This paper seeks to investigate the effects of emotional intelligence on social-mental factors of the human resource. Research population includes employees of 2 areas of Mellat Bank in Tehran province; 248 out of them were selected for data analysis. Bank employees are one of those kinds of people who have much working time during relatively short duration and hence human resource productivity in bank employees and especially Mellat Bank, as one of the most important banks in the country, is so vital. A questionnaire was used for data collection. Dimensions of emotional intelligence come from Bar-On model and social-mental factors of human resource productivity come from Tavari, Sokhikian, and Mirnejad (2008). Variance-based SEM is used for analysing data. Results at 99 percent confidence interval show that emotional intelligence has a positive effect on social-mental factors of the human resource.

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La investigación de los efectos de la inteligencia emocional en los factores mentales de la productividad en recursos humanos

RESUMEN

Este trabajo busca investigar los efectos de la inteligencia emocional en los factores sociometales del recurso humano. La población de la investigación incluye empleados de 2 áreas del Mellat Bank, en la provincia de Teherán, 248 de los cuales fueron elegidos para el análisis de datos. Los empleados de banca son un tipo de personas que trabajan mucho durante un tiempo relativamente corto, razón por la cual la productividad del recurso humano de la banca, en especial del Mellat Bank, uno de los más importantes del país, es tan vital. Se utilizó un cuestionario para la recogida de datos. Las dimensiones de inteligencia emocional procede del modelo de Bar-On y los factores sociometales de la productividad del recurso humano proceden de Tavari, Sokhikian y Mirnejad (2008). El modelo de ecuaciones estructurales, basado en la varianza se utiliza para el análisis de datos. Los resultados, al nivel de confianza del 99% muestran que la inteligencia emocional tiene un efecto positivo en los factores sociometales del recurso humano.

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Nowadays, nobody doubts about the importance and gravity of human force in organizations. While capital and machineries were once considered as the main resources a producing or a service business could have, human force and mainly those with high emotional capacity has now replaced them as the main resource. On the

other hand, there are varieties of factors that influence organizational performance. Having these factors recognized and examined is of great help in both the improvement of organizational activities and the realization of organizational goals. Performance is one of these factors. Today, performance means competitive advantage. As suggested by statistics, performance status in Iran is not promising and it has even followed a descending trend. Thereby, human forces and their performance and efficiency are of great importance. A comparison showed that performance of human force in

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Iran has decreased about 25% in the last 10 to 20 years. During the same period, other countries have improved their work forces' performance so that performance in Hong Kong has increased about 40%, in Thailand 37%, in Taiwan 36%, in South Korea 36%, in Singapore 27%, in India 19%, and in Pakistan 14% (Aghagolzadeh, 2006). Moreover, surveys regarding effective work hours have shown that Iranian employees in public sectors effectively work for 22 min per day. Additionally, estimates are that employees in the developed countries work effectively 28 hrs out of 44 hrs work per week; this figure in Iran is 11 hrs out of 44–49 hr work per week. Iran Parliament Research Center declared that the best-case scenario in Iran is 2 hrs of effective work per day, which is less than 11 hrs of estimate per week. There are other statistics that show effective working hours in Iran is 6–7 hrs, while this figure in Japan and South Korea is 40–60 and 54–72 hrs. It is notable that these statistics are too optimistic, as the more realistic estimates show that effective working hours in Iran is 22 min per day. At any rate, this is not to be ungrateful for all those working hardly in the public sector. However, from a wider perspective, performance in public sector is not satisfactory (www.eghtesadonline/farsi/content, 2012 [Tavari et al., 2008]). Nowadays, the role of performance in improving general welfare is undeniable. All human activities will benefit from improvement of performance. Performance, as a general variable in management, is comprised of several effective factors (Abtahi & Kazemi, 2000). Variety and breadth of factors effective on performance may create ambiguity and puzzle organization authorities. From a macro perspective and management point of view, performance means synergy of effectiveness and efficiency. Effectiveness refers to the extent to which the resources are used optimally and efficiency means the extent to which the goals are realized. From many managers' point of view, facing several factors is the reason for not trying to improve factors of performance, so that many of them have acknowledged that they cannot solve the problem. However, factors of performance can be categorized in managerial, social-mental, cultural, individual, and environmental categories. Among them, managerial, cultural, individual, and environmental factors can be controlled to some extent, while mental and social factors (particularly the former) are hard to control. Therefore, these categories can be approached separately. On the other hand, many studies have recommended that smarter individuals tend to focus more on long-run development and performance. In fact, the concept of intelligence as a behavioristic feature is of great importance in the improvement of performance as it is an internal matter for every person. This is so important that employees were asked in the past to forget their emotions at work and to follow wisdom rather than their heart. However, this was impossible due to interactions between people and the role of emotions and feelings in these interactions (Sobhaninejad & Yoozbashi, 2008). Emotional intelligence refers to one's ability to detect and control one's and others' emotions. Lam and Kirby (2002) argued that emotional intelligence might improve performance of employees. Many authors have argued that the role of emotional intelligence of managers and the staff becomes clearer over time (Goleman, 2004). Therefore, studying emotional intelligence and its elements and variables is of great importance in performance improvement.

The present study is an attempt to determine the effects of emotional intelligence on social-mental factors of performance of human force of Bank Mellat, Dist. 2, Tehran. The reason for adopting case study was extensive financial transactions of the bank.

Theoretical Foundations

Performance

According to Japan's Performance Center, performance is defined as to maximize usage of physical resources, human forces,

and other elements in a scientific manner, which results in reduction of production costs, development of markets, increase in employment opportunity, and improvement in general welfare. The US Performance Institute defines performance as a tool to convert expenditure to profitability (Taheri, 1999). Europe's Performance Institute defines performance as the extent and rate of effective use of each and every element of production. The institute argues that performance is a thought and an attitude and makes everyone work better and harder every day. Believing in improvement of performance means to have strong faith in man's progress. The term was first introduced in the 18th century and today it is considered as one of the main factors in management. Adam Smith, the Scottish scholar, introduced performance at a global scale in his book *The Wealth of Nations*. Performance literally means both power production fertilizing; in Farsi it means being useful and gaining profit (Aghagolzadeh, 2006). In general, performance refers to the extent to which a system is successful in using its resources to meet its goals. There are several factors that are effective in performance, which are generally categorized in four groups: technology-based, material-based, employee-based, and task-based. Based on this categorization, performance improvement is defined according to hardware factors, software factors, and human factors. Among these factors, the last one is the most important one in production and performance. Human-ware refers to capability and motivation for working and covers sub-factors such as education, motivation, spirit, attitude, and point of view that cover issues such as human capabilities and behaviors (skill, motivation, and enjoying work) (Aghdasi, 1996).

Intelligence

Intelligence is a harmonious problem solving behavior toward facilitating realization of applied goals and harmonious growth. Compatible behavior attenuates the goals that may lead to internal controversy. This concept of intelligence is based on the statements that necessitate the process of stepping toward the goals, adopting strategies to overcome obstacles, and solving the problem (Emmons, 1999; Nasel, 2004; Sternberg, 1997).

Gardner defined intelligence as a set of abilities to solve problems and create new products that are considered valuable in a specific culture. He recognized nine types of intelligence including verbal, musical, rational-mathematical, space, physical-motor, individual (including inter/intra-personal intelligence), natural, and ontological intelligence (capability to deal with ontological questions) (Amram, 2005).

The Western approach to intelligence is cognitive and includes information processing, while the combined Eastern approach to intelligence covers different elements of performance and man's experience, including cognition, intuition, and emotion in an integrated framework (Nasel, 2004).

In general, intelligence helps people to improve their harmony with the environment and find the ways to deal with problems and issues. In addition to that, the ability to understand the problem, bring in a solution for different problems in daily life, and finding more effective solutions are characteristics of smart people.

Emotion

The term and its exact meaning was an area of debate among psychologists and philosophers for over one century. According to the Oxford Dictionary, intelligence is any stimulation and disturbance in brain, feeling, and love, any strong and excited mental mode. The term is used to highlight a feeling, thought, and mental and biological mode regarding a specific range of interests that makes the individual engage in an activity. Taking combinations, variety, and nuance differences into account, there are hundreds of

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