

### The Relationship between Emotional Intelligence and Job Performance in Employees of Mashhad University of Medical Sciences

### الارتباط بين الذكاء الالنفعالي مع الالاء المرني لموظفي جامعه مشهد للعلوم الطيبه

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**Background:** Current study is aimed on researching the relationship between emotional intelligence and job performance in employees of Mashhad University of Medical Sciences in 2011-2012.

**Methods:** This is a descriptive correlational study. Subjects were 200 employees of Mashhad University of Medical Sciences, multi-stage cluster method was used for sampling. Data gathering methods were Bar-on emotional intelligence inventory and job performance questionnaire. Descriptive statistics (mean, standard deviation) and inferential statistics (correlation, regression) were used for data analysis.

**Result:** A positive correlation was observed between all emotional intelligence components (emotional self-awareness, assertiveness, self-esteem, self-actualization, independence, empathy, interpersonal relationships, social responsibility, problem solving, reality testing, flexibility, stress tolerance, impulse control, satisfaction, and optimism) and job performance in employees of Mashhad University of Medical Sciences.

**Conclusion:** Among these components, optimism, stress tolerance, social responsibility, self-esteem, and independence were the predictors of job performance.

**Keywords:** Emotional Intelligence, job performance of employees, Mashhad University of Medical Sciences

**الاصوب والهدف:** ان احد العوامل اسره في اداء الوظائف العلميه هو الذكاء الالنفعالي الذي يعتمد عليه في تقبييم المؤسسات . نظرا لالصبه دور موظفين جامعه مشهد للعلوم الطيبه في سلامه المجتمع قصرت هذه الدراره الى متابعه ارتباط الذكاء الالنفعالي والالاء المرني.

**الاصوب:** ان هذه الدراره توصيفيه وتشمل ٢٠٠ موظف من كليه الطب في جامعه مشهد للعلوم الطيبه و تم تجميع المعلومات بشكل عنقودي عبر عدة مراحل. تم استخدام اتماريتين و تم ايضا استخدام معادلات احصائيه لاجل تحليل المطبات .

**النتائج:** اثاره الدراره الى ان هناك ارتباط ايجابي بين جميع مكونات الذكاء الالنفعالي والالاء المرني.

**الالنتائج:** نظرا الى قدره الذكاء الالنفعالي في تعيين مستوى الالاء المرني نرى من المناسب وضع هذا المعيار في البرامج التعليميه لموظفين الجامعه لاجل ارتقاء المستوى والوصول الى الالفران المنشوده من قبل .

**الكلمات الرئسيه:** الذكاء الالنفعالي : الالاء المرني للموظفين . جامعه مشهد للعلوم الطيبه .

### رابطه بين هوش هيجاني با عملکرد شغلي کارکنان دانشگاه علوم پزشکی مشهد

### مشهد يونيورسٹی آف ميڈیکل سائنس کے کارکنوں کے بحران کے موقع پر ہوش و ذکاوت اور ان کی پیشہ ورانہ صلاحیتوں کا جائزہ

**زمينه و هدف:** يكي از عواملی كه نقش بسیار مهمی در انجام وظایف شغلی دارد، هوش هيجانی است كه می تواند به عنوان يكي از پيش نیازهای موفقیت کارکنان در ارزیابی سازمان قلمداد شود، با توجه به نقش تاثیرگذار کارکنان دانشگاه علوم پزشکی در تامین سلامت جامعه در مطالعه پيش رو سعی بر این گردیده است تا ارتباط بين هوش هيجانی و عملکرد شغلی این گروه شغلی مورد بررسی قرار دهد.

**روش:** این مطالعه از نظر روش توصیفی و از نوع همبستگی می باشد و نمونه آماری پژوهش، ٢٠٠ نفر از کارکنان دانشکده پزشکی مشهد می باشد که با روش نمونه گیری خوشه ای چند مرحله ای انتخاب شدند. ابزار جمع آوری داده ها، شامل دو پرسشنامه هوش هيجانی (بار- ان) و عملکرد شغلی است، از روش های آمار توصیفی (میلگین) و انحراف معیار و... و آماراستنباطی (همبستگی، رگرسیون) برای تجزیه و تحلیل نتایج استفاده گردید.

**یافته ها:** نتایج مطالعه نشانگر آن بود كه بين همه‌ی مؤلفه‌های هوش هيجانی و عملکرد شغلی کارکنان دانشکده پزشکی مشهد همبستگی مثبت وجود دارد و از بين مؤلفه های هوش هيجانی پنج مؤلفه خوش بینی، تحمل استرس، مسئولیت پذیری اجتماعی، حرمت نفس و استقلال دارای قدرت پيش بينی کنندگی، عملکرد شغلی هستند.

**نتیجه گیری:** با توجه به توانایی هوش هيجانی به عنوان يك مولفه در پيش بينی وضیت عملکرد شغلی، گنجاندن اجزای هوش هيجانی در برنامه آموزشی کارکنان می تواند در ارتقاء عملکرد کلی دانشگاه و رسیدن به اهداف از پيش تعيين شده موثر باشد.

**واژه‌های کلیدی:** هوش هيجانی، عملکرد شغلی کارکنان، دانشگاه علوم پزشکی مشهد

**بيک گراوند:** کسی بهی کام میں کامیاب ہونے کا ایک راستہ بحران کے وقت ہوش و ذکاوت سے کام لینا ہے۔ کسی بھی ادارے کے کارکنوں کی کامیابی کا یہ ایک راز ہے۔ چونکہ میڈیکل یونیورسٹی کا اسٹاف اپنے معاشرے کی صحت عامہ بحال رکھنے میں اہم کردار کا حامل ہوتا ہے لہذا مشہد یونیورسٹی آف میڈیکل سائنس کے اسٹاف کو اس تحقیق میں شامل کیا گیا ہے۔

**روش:** اس روش میں جو تجزیاتی تحقیق ہے مشہد یونیورسٹی آف میڈیکل سائنس کے دوسو کارکنوں وک اس تحقیق میں شامل کیا گیا اور انہیں دو سوالنامے دئے گئے جن کے جوابات کا تجزیہ استنباطی اعداد و شمار سے کیا گیا جسے ریگریشن بھی کہتے ہیں۔

**نتیجے:** اس تحقیق سے پتہ چلا ہے کہ مشہد یونیورسٹی آف میڈیکل سائنس کے اسٹاف میں بحرانی کے وقت ہوش و ذکاوت اور پیشہ ورانہ صلاحیتوں میں مثبت رابطہ پایا جاتا ہے۔ ان کارکنوں کو بحران کے وقت حسن ظن، تناو برداشت کرنے، سماجی ذمہ داریوں کا متحمل ہونے، عزت نفس اور پیشین گوئی کی صلاحیتیں رکھنے کا حامل پایا گیا ہے۔

**سفارشات:** اچھی کارکردگی کے لئے بحران کے وقت ہوش و ذکاوت سے کام لینے کی صلاحیت کی افادیت کے پيش نظر یونیورسٹی کے اسٹاف کی ٹریننگ میں اس طرح کے مواد شامل كے جانے چاہیں۔

**کلیدی الفاظ:** بحران - حواس و ہوش و ذکاوت - یونیورسٹی

**INTRODUCTION**

Today's world is dramatically moving towards industrialization. Thus, innovation, flexibility, productivity and accountability seem inevitable for every organization. Organizations must develop new standards to face global challenges and provide proper conditions for their employees for optimal use of their skills. Psychologists believe that employees must perform beyond their duties. Considering the face-to-face interaction with client and the nature of services, this concept seems more important in service providing. Studies by Golman, Buyatzis et al. showed that one of the most important factors affecting job performance is emotional intelligence (1). Extermera and Fernandez (2005) reported emotional intelligence as a predictor of performance in different aspects of life (2). Martinez defines emotional intelligence as an array of skills and non-cognitive competencies which affects the person's ability to deal with pressures of life (3). Evidence indicate that there is a relationship between high emotional intelligence and health, happiness, more efficient life, and better performance (4). People with high emotional intelligence can interact and control others' emotions effectively. These skills improve popularity, leadership, and personal influence, leading to successful social activities and intimate relationships. Being aware of one's emotions, such people perform better upon different situations (5). In a research titled as "The effect of demographic and psychological factors on organizational efficiency", Gazda (2008) concluded that emotional intelligence significantly predicts employees' efficiency (6). Also, Kadir,.... (2). Found that emotional intelligence greatly improves job performance (7). A study by Reza (3) on 400 employees of different companies showed that people with high emotional intelligence perform their career with more happiness, vitality, and independence; they perform better, have optimistic views, and are more tolerant against stress (8). Most studies on emotional intelligence are based on Salovy and Mayer works. They define emotional intelligence as the ability to monitor one's own and other's feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions. Higher sensitivity and emotional intelligence helps people understand one's needs and improve their sense of responsibility by controlling their feelings. Recently, emotional intelligence is widely considered as a factor which potentially affects one's perception and prediction. Psychologists try to find out why many people with high cognitive intelligence fail in their jobs, while many people with less IQ succeed. People must understand that in order to be more successful in their jobs, education, and life, cognitive intelligence is not enough (10). A review on the studies of Delvits and Higs indicates that emotional intelligence affects performance even when evaluating one's own performance, partner's or supervisor's. They found that emotional intelligence factors can predict 36 percent of variance in success and performance of managers in a seven-year period (12). It is obvious that employees' performance can affect the efficiency of the whole organization. Detecting factors that improve their performance and organizational efficiency is

important in human resource management for every organization. Thus, evaluating employees' performance is important. One of the factors affecting job performance is the skills and abilities of employees, and emotional intelligence is one of these necessities. Therefore, emotional intelligence can be considered as a prerequisite for employees' success in organizational assessment. Based on this fact, current study is aimed on researching the relationship between emotional intelligence and job performance in employees of Mashhad University of Medical Sciences, who possess vitally important jobs in service providing.

**METHODS**

This is a correlational research. The population are employees of Mashhad University of Medical Sciences in 2011-2012. A sample of 200 people was chosen with multi-stage cluster sampling method. Data gathering method was emotional quotient inventory (EQI). The reliability of this test by Cronbach's alpha was reported 69% to 86% for the scales with the overall average of 76%. Job performance assessment questionnaire was used to gather data regarding job performance assessment. To assess the reliability of this questionnaire, bisection and Cronbach's alpha methods were used, the coefficients were reported as 78% and 86%, respectively. In this study, Cronbach's alpha was reported as 80% and test-retest reliability coefficient was 87%.

**RESULTS**

Data were described using mean and standard deviation, then the correlation coefficient between emotional intelligence components and job performance was determined. Finally, stepwise multiple regression was used to study the predicting power of different emotional intelligence components on job performance.

**Table 1. Mean and standard deviation of the scores of subjects regarding emotional intelligence components**

Variables	Mean	Standard Deviation
Emotional self-awareness	16.11	4.46
Assertiveness	12.70	3.68
Self-esteem	15.39	5
Self-actualization	16.40	6.18
Independence	14.35	5.56
Interpersonal relationships	14.65	5.90
Social responsibility	16.46	0.95
Problem solving	13.45	4.12
Reality testing	16.60	4.84
Flexibility	14.54	3.25
Stress tolerance	14.54	3.25
Impulse control	14.63	5.75
Happiness	14.50	4.65
Satisfaction	14.87	4.76
Job performance	14.95	3.18

According to the table, reality testing had the highest mean score of 16.60, and assertiveness had the lowest mean score of 12.70.

The correlation coefficient is significant at 1%. Thus, there is a positive correlation between all emotional intelligence components (emotional self-awareness, assertiveness, self-esteem, self-actualization, independence, empathy, interpersonal relationships, social responsibility, problem solving, reality testing, flexibility, stress tolerance, impulse control, satisfaction, and optimism) and job performance in employees of Mashhad University of Medical Sciences. In other words, higher emotional intelligence in employees results in better job performance.

Stepwise regression analysis was used to determine the predicting power of emotional intelligence components on job performance in employees of Mashhad University of Medical Sciences. As shown in table 3, five components of emotional intelligence (optimism, stress tolerance, social responsibility, self-esteem, and independence) are predictors of job performance.

**DISCUSSION**

There was a positive correlation between all emotional intelligence components (emotional self-awareness,

assertiveness, self-esteem, self-actualization, independence, empathy, interpersonal relationships, social responsibility, problem solving, reality testing, flexibility, stress tolerance, impulse control, satisfaction, and optimism) and job performance in employees of Mashhad University of Medical Sciences. In other words, higher emotional intelligence in employees results in better job performance. Results of the current study are confirmed by the results of Khaksar (1385), Dehshiri (1383), and Chi-sum et al. (2002) (12-14). Among emotional intelligence components, optimism, stress tolerance, social responsibility, self-esteem, and independence are predictors of job performance. It seems that optimism results in less stress and better facing with problems, more social responsibility, more self-esteem and independence which finally lead to better job performance. People with high emotional intelligence are more capable in controlling their emotions, which motivates them to higher performance.

In studies by Virginia (2009) Smith and Wigboldus (2008) Randeria (2008) the hypotheses of the research, high emotional intelligence in life and successful career, are clearly mentioned (15-17). People with high self-control and self-awareness can be successful in all fields, and their job performance can be predicted by their scores in emotional and cognitive intelligence. It is obvious that

**Table 2. Significance test of the correlation coefficient between emotional intelligence components and job performance**

Variables	Correlation coefficient	Significance level
Emotional self-awareness and job performance	271%	1%
Assertiveness and job performance	155%	1%
Self-esteem and job performance	310%	1%
Self-actualization and job performance	207%	1%
Independence and job performance	265%	1%
Interpersonal relationships and job performance	204%	1%
Social responsibility and job performance	313%	1%
Problem solving and job performance	267%	1%
Reality testing and job performance	243%	1%
Flexibility and job performance	167%	1%
Stress tolerance and job performance	316%	1%
Impulse control and job performance	226%	1%
Satisfaction and job performance	14.5%	1%
Optimism and job performance	435%	1%

**Table 3. Results of stepwise regression analysis of significant components of emotional intelligence on job performance**

Predictor variable	Predicted variable	Beta	Alpha
Optimism	Job performance	320%	0.0005%
Stress tolerance		284%	0.0005%
Social responsibility		280%	0.0005%
Self-esteem		192%	0.002%
Independence		186%	0.0005%

capable employees have an important role in reaching the university's goals. According to the findings of this study, it is suggested that people with higher emotional intelligence would be employed in organizations. Educating employees by holding classes, providing free or cheap leaflets would be helpful in increasing emotional intelligence and improving

performance of employees. One of the issues we faced in this research was the unwillingness of some employees to participate, which challenged the data gathering.

#### Conflict of interest

The authors declare no conflict of interest.

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