

An Investigation into the Effect of Social and individual Skills on Islamic Republic of Iran Sport TV Staff Performance

Seyyed Mahdi Sharifi¹, Narges Hassan Moradi², Ali Mohammad Saberi³

¹. Assistant Professor, public administration, Tehran University

². Assistant Professor, public administration, Islamic Azad University, Tehran north branch

³. Master of Public administration, Islamic Azad University, Tehran north branch

Abstract: The management of each organization needs change and flexibility in order to adapt to changes, survive and grow in new environments. When one has the ability to understand and analyze emotional experiences, he manages to understand and improve his relation to environment; and this fact fosters emotion and goodness. Emotional intelligence deals with the difference among people in processing, perception, regulation and management of emotion. So it seems that these differences have clear effects on our lives such as physical and mental health, job performance and social relations. This study has been taken place in a quantitative mode and with 140 people of the staff of Islamic Republic of Iran Sport TV. The results show the emotional intelligence and its four aspects have a direct and significant relationship with staff performance; that means an increase in each aspect leads to an improvement in staff performance. In other words, if there happens an increase in self-awareness, relationship management, social-awareness and self-regulation, there will be also an increase in staff performance.

[Seyyed Mahdi Sharifi, Narges Hassan Moradi, Ali Mohammad Saberi. **An Investigation into the Effect of Emotional Intelligence on Staff Performance Rate: A case of Islamic Republic of Iran Sport TV.** *Researcher* 2015;7(3):28-35]. (ISSN: 1553-9865). <http://www.sciencepub.net/researcher>. 5

Keywords: Emotional Intelligence, Relationship management, self-regulation, Performance

1. Introduction

In this new approach to the management of organizational culture: teamwork and the way staff cooperate are very important. In fact, the main focus is on improving and fostering people in order to increase organization efficiency. Selecting employees is a very significant step in realizing organization good performance. So, the candidates who would be chosen by organization should have social abilities and communicate skills. They should be both good speakers and listeners, and by understanding both their and others feeling, they can transfer his feeling and perform well. In one word, they make a suitable environment for people to grow. The efforts of people to handle stressful and challenging situations have an effect on success of practice and behavior. Each manager should reach to organizational goals through people; managers have been trained that their ability to reach organizational goals has a direct relationship with the ability of people affecting people around them. The fact has a lot more significance today as human issues, communication and relationship between manager and staff increase, especially as individual works are decreasing and the importance of team work is increasing. It can be said that this issue is shaping the new approach to management.

Theoretical Foundations: Emotional Intelligence

Emotional Intelligence can broadly be defined as the ability to perceive emotion, integrate emotion to facilitate thought, understand emotions, and to regulate emotions to promote personal growth (Mayer and Salovey, 1997).

People with high EQ are able to affect organization at all levels; moreover, they have an important role in quality and efficiency of social interaction with others. Emotional intelligence is necessary for job success and it includes 60 percent of performance rate in each job. (Bradbury & Greaves, 2007, p. 33) Employees with low emotional intelligence have a little ability in understanding their emotions; as a result, they do not manage to deal with their feelings. Therefore, facing with stressful situations, their performance will decrease. (Yang, 2007, p.215).

Emotions have an impact on everything that people do. On the one hand, emotions can lead to an increased morale amongst employees, but on the other hand, emotions can also prove to be destructive. Negative emotions, such as fear; anxiety; anger and

hostility, use up much of the individual's energy, and lower morale, which in turn leads to absenteeism and apathy (Bagshaw, 2000). According to Klausner (1997) an individual's emotional

intelligence can be seen to dictate interpersonal relationships. Despite this, many managers in the workplace would rather steer away from dealing with emotional issues. Research by Cooper (1997) shows that emotions that are properly managed can, and do, have successful outcomes. Carefully managed emotions can drive trust, loyalty and commitment as well as increase productivity, innovation and accomplishment in the individual, team and organisational sphere (Cooper, 1997).

Emotional Intelligence is increasingly relevant to organizational development and developing people, because the Emotional Quotient principles provide a new way to understand and assess people's behaviors, management styles, attitudes, interpersonal skills, and potential. Emotional Intelligence is an important consideration in human resources planning, performance of employee job profiling, recruitment interviewing and selection, management development, customer relations and customer service, and more. Emotional Intelligence links strongly with concepts of love and spirituality: bringing compassion and humanity to work, and also to 'Multiple Intelligence' theory which illustrates and measures the range of capabilities people possess, and the fact that everybody has a value.

Today since the worth of human communication goes up, EQ theory has grown and it turns to one of the popular issues for organizations and commercial firms. It seems that as time passes and we enter communication era, some strategic situations occurs which can only be understood by creative managers with high emotional intelligence; as a result EQ theory has become more important and significant. In contrast, the traditional managers were mostly relied on their technical skills and rational intelligence.

Emotional intelligence comes from social intelligence which was first introduced in 1920 by Thorndaic.

Psychologists have identified different kinds of intelligence and categorized them in 3 main groups:

- 1) Abstract Intelligence: the ability to understand and apply both mathematical and verbal symbols skillfully.
- 2) Objective Intelligence: the ability to understand and deal with issues skillfully.
- 3) Social Intelligence: the ability to understand and contact with people (emotional intelligence).

(Johnson and Indivike, 1999, 85) One scientist who has the biggest name in EQ is Daniel Goleman, a psychology professor who has different articles for psychology department of Time Magazine and after that New York Times Newspaper. In 1995, he started writing a book entitled "Emotional Literacy" and to complete his information and knowledge he visited various universities. In his studies, he got to know

Mayer and Salovey and changed the title of his book to Emotional Intelligence. He participated in different TV programs and talked about EQ. As a result, he published his book in 1995 which became the best selling international book. "Goleman" and his publisher made a million profit.

Goleman Combined Model (with an emphasis on organizational performance).

Self-management (Emotion Control)

Self management helps in self governing by managing one's own values, impulses, resources and disciplines. It's an ongoing process which directly affects the performance of employees. While facing job stress strong sense of control over one's own beliefs promote to manage anger and depression at work place (Rahim et al., 2002) which acts as a strong tool for better performance.

Dealing with emotions and controlling them appropriately in each situation is a skill which is based on self-management and it means: the ability to manage emotional reactions and control life's turbulence. Those who are unable to control their feelings are always overly stressed and depressed. While those who are more powerful in this field, can free themselves from sadness very soon. Moreover, the ones with high self-management are able to pass the problems quickly and they are more successful in relieving themselves and avoiding hasty emotional reactions. (Goleman, 1997)

Kent study (2000) showed that pretending the positive feelings by smiling or acting happily did really increase self satisfaction. It also decreased job leaving desires. In addition this study revealed that positive emotions make a better workplace. Emotional intelligence is related to this fact that in workplace one knows how and when to express a feeling as he knows how to control that feeling.

Self-management is a great wealth which enables a person to know how, when and where express his feelings; therefore, it gives someone the ability to reach his goals and express his emotions without ruining his relationships with others.

Social Skills (Relationship management)

Relationship management inculcates set of competences which include essential social skill, analyzing and influencing others and inducing desirable responses in others. Effective relationship management helps in developing others which is a hallmark of superior manager; among sales managers as it characterize those at the higher level (Spencer et al., 1993). The ability to sense others' reactions and fine tune responses and be persuasive is a significant characteristic of star performer.

Social skills mean the ability to control our emotions, easily contact others proportional to each situation, negotiate with others instead of arguing in team works and reach better results with the help of others. (Goleman, 1997)

Social skills or relationship management is an ability which is shaped based on self-management and empathy, both of which need awareness. The skill of controlling others' feelings and acting in a way which inspires more emotion enables a person to contact others, evoke their emotions and inspire them.

Although social skills in not only about finding friends, people who have a high potentiality in finding friends can quickly make a friendly atmosphere, this skill deals with targeted friend finding. People with powerful social skills can easily change and guide both others' minds and behavior. Wether others greed to create a new behavior, or to motivate the others to create a new behavior with a new product. (Goleman, 1995) People who are blessed with high potentiality of social skills always seek to find information and very fast they identify common points in people, then they make an effective relationship. This fact shows that the actions of these people is based on calculated assumptions. These people will make a very powerful communication network quickly. (Goleman, 1995)

Only persons with high social skills know where and when to show their emotions; and it is clear this is the problem of many people in each society especially in today lives in which people need to contact others in order to fulfil their needs.

From one point of vies: social skills are the most important components of EQ, because if one has other components of EQ at high levels, but does not have its operational skills, that person is still low in emotional intelligence; as a result that person can not use his emotional abilities sufficiently. In order to have a highly qualified and efficient communication this skill needs its internal tool.

Performance management

Performance refers to as the results or impact of activities of an individual over a given period of time.

Managing employee's performance is necessary for achieving goals that an organization has for itself. Assessing an employee's competency and measuring his productivity is essential in the overall plan of the organization. Pacing itself production-wise is important and that cannot be done if the employee's potential and his ability to perform are not measured. Employees' performance is directly related to organizational productivity and its success (Shahzad et al., 2010).

Performance management is an integral part of effective human resource management and development strategy (Hellriegel, et al., 2004). Performance management is an ongoing and joint process where the employee, with the assistance of the employer, "strives to improve the employee's individual performance and his contribution to the organisation's wider objectives" (Hellriegel, et al., 2004:249).

Performance management is one of the most significant recent growths which have been occurred in Human Resource Management go organizations.

This expression has been introduced by Beer & Ruth in 1976. Although this concept was the result of a continuous and integrated approach to management and reward based on performance, it has not been noticed till mid 1980s.

As the evaluation and payment systems which were based on performance designed without much thought and ran hastily, most of them could not realise the expected results of organizations (most of which were silly).

Performance points at the result or the effect of an individual activity during a specified time. Staff performance management is necessary for reaching organizational goals and is directly connected with organization success. (Shahzad et al, 2010) Staff performance management is a significant component is strategic management of human resources. The performance of an organization is a result of the performance of its sections and sections' performance comes from staff performance. Therefore, staff performance should line up with organisations' strategies. (Millmore et al., 2007, p.319) Performance management is defined as organizational approach to crystallisation, evaluation, implementation and developing organizational strategies. So this component goes further than definitions such as gathering information and reporting and it is something more than staff management. Performance management includes understanding, measurement and then managing the important issues in order to develop efficiency and performance of the whole organization. (Marr, 2008, p.3) Evaluation is a group in which a list of individual, behavioural and performance indices is provided and for each of them a weight will be considered; then all people whether directly related or indirectly related to a person such as the boss, co-workers, subordinates and clients will be asked to evaluate that person based on the determined indices. The evaluated person, himself, also participates in the process of evaluating. The derived results from all of the evaluations are gathered and reported back to that person; the report includes the scores obtained in each index and these scores show the points that can

be developed. This process includes a complete cycle which presents a summary of feedback from all staff (including supervisors, subordinates and colleagues) about different aspects of leadership style, management and their performance. 360-degree evaluation and feedback help people to compare their perception of workplace with other significant evaluators. Evaluators are including: colleagues, subordinates, head managers, supervisors and clients. (Armstrong, 2006, 66-67) In this research, Goleman Theory and 360-degree performance evaluation process have been used.

Research Hypothesis

Main Hypothesis

P1: There exists a significant relationship between emotional intelligence of media staff and their performance.

Sub Hypothesis

H1. Relationship management affects the performance of the staff of Islamic Republic of Iran Sport TV.

H2: Self-control/ Self management affects the performance of the staff of Islamic Republic of Iran Sport TV.

Based on research hypothesis, the conceptual model of the research has been shown as follow:

(Diagram 1: Conceptual Model) Relationship management (H1) Staff Performance Self management (H2)
--

Research Methodology

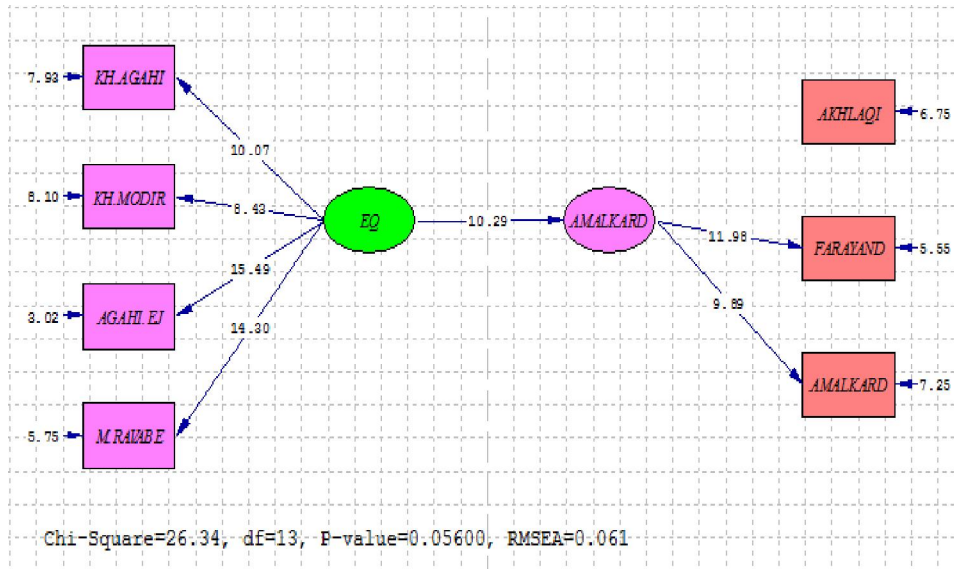
This is an applied research, and it gathers all its data through survey; moreover, the relationship between its variables is causal.

Research Sample and Population: it includes the staff of Sport TV which was selected through random sampling. Sample size has been estimated 140 people by Cochran Formula.

Data Collection, Reliability and Validity Tools: the main tool for data collection has been questionnaire. Goleman EQ Test has been used for measuring EQ and researcher-made questionnaire has been applied for staff performance. To validate the

questionnaire, Chronbach's alpha was applied in which all of the indices with coefficient higher than 70 have suitable condition. Moreover, for testing reliability of performance questions, both construct validity and factorial validity was used. And to evaluate construct validity of the questionnaire the views of relevant experts were applied. In this step, through performing various interviews and gathering the above mentioned comments, necessary modifications have been made and so we made sure that the questionnaire evaluates the same features as the features which researcher has in mind. Factorial validity test of the questionnaire was also taken using Lisrel Statistics Package with the help of approved factorial analysis. The results taken from approved factorial analysis are reflected in the following tables. Taking the presented Fitting Index into account, the estimated (χ^2/df) amount is 1.76; and an χ^2/df less than 3 shows that Fitting is suitable for the model. In addition, Root-Mean-Square-Error (RMSEA) amount should be less than 0.08, and in this model it is 0.056. With respect to indices and outputs of EQ evaluation model along with its components and items, it can be said that the reagents chosen to evaluate EQ have necessary credibility and they can measure EQ well. Moreover, with respect to Fitting Index, the calculated amount of (χ^2/df) is 1.10 and an (χ^2/df) less than 3 shows that Fitting is suitable for the model. RMR amount which should be less than 0.05 is 0.031 in this model. Noting indices and outputs of staff performance evaluation model and its component and items, it can be concluded that the reagents chosen to measure staff performance have enough credibility and they can evaluate it well.

Methods of data and results analysis: to test the hypothesis, first with using SPSS software, Spearman Correlation Test was applied to measure the correlation among variables. Then the causal relationship between independent and dependant variables was tested by SEM with the help of Lisrel Software. In order to investigate the relation between the two variables of the research and its amount Correlation Test is used. As variables in this research are qualitative, Spearman Correlation Test has been used and its results have been reflected.



Structural Equation Modelling (SEM)

In order to measure the causal relationship which was mentioned in the hypothesis section SEM is applied. This work not only is the last step in Factorial Analysis which before was done on research scale but also shows the credibility of suggested conceptual model though Fitting Index.

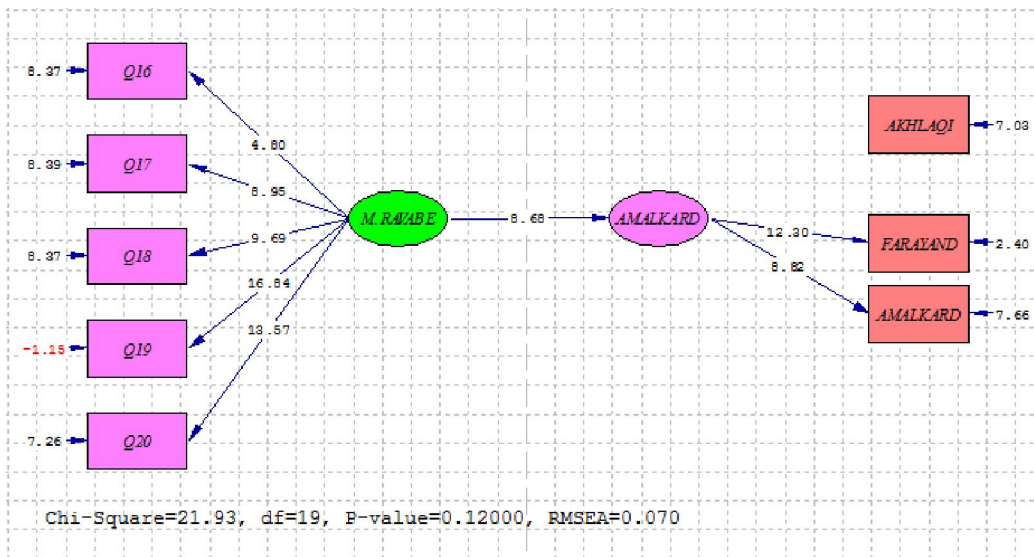
Main Hypothesis: There exists a positive relationship between emotional intelligence of media staff and their performance.

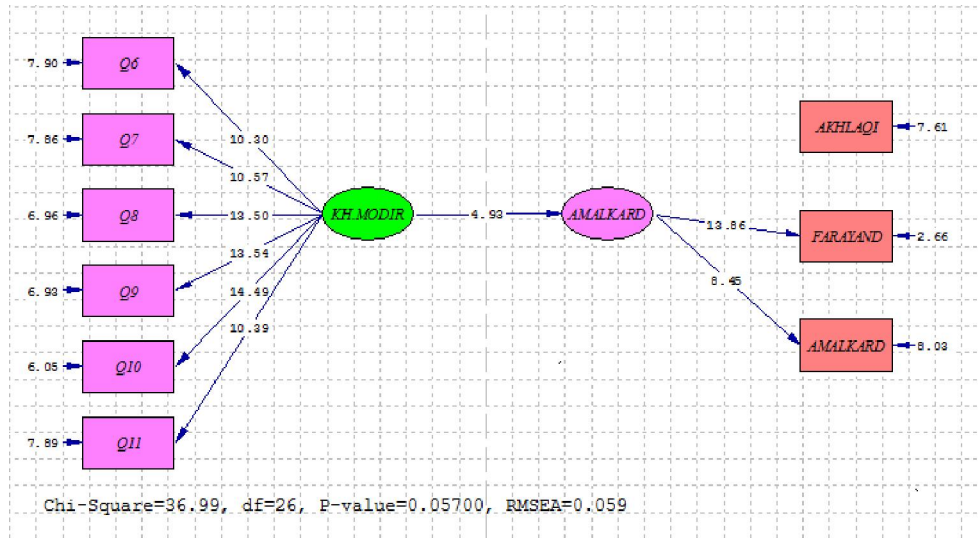
With respect to $t=10.29$, and as the above table has not been ranged from -1.96 to 1.96 ; it can be concluded that there is relationship between media staff EQ and their performance. In other words, the

research hypothesis is approved. As $\beta=0.92$, it can be said that there exists a powerful positive relationship between media staff EQ and their performance. Putting in other words, if staff EQ changes one single unit, a change of 0.92 unit will occur in their performance.

powerful positive relationship between media staff self-awareness and their performance; that means if staff self-awareness changes one single unit, there will be a change of 0.82 unit in their performance.

Sub Hypothesis 1 (H1): Relationship management affects the performance of the staff of Islamic Republic of Iran Sport TV.





As the above table shows that there is a relationship between media staff relationship management and their performance ($t=8.68$), which means that the research hypothesis is approved. Given $\beta=0.80$ into consideration, it can be said that there is a powerful positive relationship between media staff relationship management and their performance. That means if staff relationship management changes one single unit, their performance will change 0.80 unit.

Sub Hypothesis 2 (H2): Self-control/ Self-management affects the performance of the staff of Islamic Republic of Iran Sport TV.

With respect to the significance rate of t equals 4.93, and as the above table has not been ranged from -1.96 to 1.96; it can be concluded that there is relationship between media staff self-management and their performance. In other words, the research hypothesis is approved. As the effect of $\beta=0.45$, it can be said that there exists an average positive relationship between media staff self-management and their performance. Putting in other words, if staff self-management changes one single unit, a change of 0.45 units will occur in their performance.

Discussion and conclusion:

This paper explored various factors like ability to understand emotional make up of people, clear priorities, ability to confront ethical and unethical actions, ability to stay focused under pressure, ability to handle multiple demands, ability to identify and separate emotions awareness of one's weaknesses, self-development in order to better understand lateral relationship of emotional intelligence and job performance of employees. Self Assessment has been revealed as the primary factor in the study is the ability of recognizing the importance of one's own

feelings and how it affects one's performance. Self-assessment is the key to realizing one's own strengths and weaknesses.

Actuation and Inspiration is disclosed as third factor contributing to role of Emotional Intelligence and performance of employee. It is the driving force by which employees achieve their goals. Actuation and Inspiration is responsible for encouraging self and others, managing the stress, decision making, and helps employees to lead and motivate others more successfully. Self-Assessment, Self-Monitoring, Actuation and Inspiration, Social Relationship and Integrity are essential tools that the individual needs to greatly succeed at higher levels of understanding. Emotional Intelligence helps the managers in participation in decision making, thereby improving productivity and performance of employee.

About the relationship between emotional intelligence, and self-management and self-control and the performance of Sport TV staff it can be said that EQ and its four components have a direct and significant relationship with staff performance; that means with an increase in each of them, staff performance improves. There is a relationship between media staff relationship management and their performance; in other words research hypothesis is approved. This effect leads to be able to easily guide others' thoughts and they may agree to create a new behavior or they are inspired to make a new behavior and product. So with an improving relationship management, one can reach the ability of organizing a group for solving problems and having efficient relationships. Empathy is a basic and necessary art for dealing with people and abstaining success through using diplomacy. Open discussion, debate, coordinating "win-win" management

situations and effective negotiations are significant for a commercial relationship and a long standing coexistence. With respect to the statistical significance of t (equals 4.93), it can be said that a relationship exists between self-management in media staff and their performance; in other words research hypothesis is approved. Also there exists an average positive relationship between staff self-management and their performance; that means if self-management in staff changes one unit, their performance will change 0.45 units. Providing emotional tools can make a workplace happy and acceptable. When people strengthen their self-awareness, they get to know their abilities and limitations; in this way they become more situation wise in their work relationships. Moreover, those who have this ability in a great amount are able to pass problems quickly and they are more successful in relieving themselves, avoiding hasty emotional reactions and balancing their stress and depression after any loss. Generally speaking, it can be inferred from the above mentioned hypothesis that in Sport TV one witnesses strong interrelationships between different components of EQ and performance; therefore, one can modify the performance of the employees by educating and strengthening this variable in them.

Intelligence is not the only indicators of our success in life and work environment; emotions do play a significant role in organizational success. People who are emotionally intelligent can affect the organization at all levels; and they play an important role in the quality and efficiency of social interactions. EQ, in itself, is the biggest factor in predicting a person's performance in a workplace and it is a strong power for leadership and success. So emotional states and their effects can lead people to different goals and as a result they are able to be effective in an organization performance. Enhancing positive emotions in groups will facilitate cooperation and teamwork, decrease conflict and improve group members' efficiency. EQ is an organising mediator factor which can lead to group performance improvement; because it can help a group to be harmonised effectively, so the group members need less time to experience efficient working atmosphere in a harmonised group.

Practical Suggestions:

As it has been concluded from the results of this research that there exists a relationship between EQ and media managers performance, and with respect to today importance and positive effects that Emotional Intelligence and its components have on different fields especially media organization managers, it has been suggested that:

- Increase the skills of self-awareness, self-management, social awareness and relationship management among a TV channel staff
- Strengthen the ability to understand emotions, control them, recognize clients' emotions and make a mechanism for making staff relationship
- Invest on establishing the culture of paying attention to EQ
- Pay attention to selecting and requiring people who have both technical and teamwork skills
- Continues evaluation of staff efficiency and heed to staff improvement
- Strengthen teamwork among staff
- Thorough examination of self-management and emotion control among staff
- Explain and offer necessary education for self and others evaluation
- Extract competency characteristics appropriate for office work
- Pay attention to the proportion between staff recruitment and job duties
- Teach negotiation and solving problem techniques to staff
- Teach crisis management and conflict decrease techniques
- Implement a reward and punishment system to strengthen both powerful and weak point based on staff performance evaluation
- Periodical staff ranking and job promotion based on suggestion and punishment system
- Invest on establishing the culture of paying attention to EQ as a skill that can be effective in improving performance; and encourage people to work on these skills and use them in workplace to realize organizational goals
- Analyze the information from staff performance measurement and compare them with performance standards; then take necessary actions such as reward, punishment, appropriate feedbacks and using 360-degree feedback
- Explain self-management and emotion control to staff
- Strengthen empathy and social awareness among staff
- Prepare competency profile for strategic jobs: the reason behind preparing competency profile of jobs is that one can identify all required knowledge, skills, behaviors, values and characteristics for doing an organizational job. With this action, the organization will specify jobs' needs with complete details. This activity is done by human resource department; this department uses different methods such as interviewing knowledgeable people who know job needs. Competency profile is a reference for HR department, and this department can use this to

appoint, recruit or educate people in specified positions.

References:

1. Armstrong, Michael(2006), Handbook of Human Resource Management Practice Bradbury, T. & Greaves, A.J. (2007) The Emotional Intelligence (skills and testes) ,Translated by M. Ganji ,Tehran, Savalan .
2. Yang, F., & Chang, C. (2007). "Emotional labor, job satisfaction, organizational commitment amongst clinical nurses": A questionnaire survey. *Journal of Int. Jnurs. Stud*, 35(7), 215.
3. Johnson, R. P. and Indvik, J. (1999). Organization benefit of having emotionally intelligenct managers and employees. *Journal of workplace Learning*. Vol. 11,No.3,PP: 84-88.
4. Wannamaker,Candace M.,A(2005) study of Emotional intelligence in university judicial officer.
5. Goleman (1997) Emotional Intelligence, Compressed Knowledge bantam books.
6. Goleman (1995) Human Resource management trends and ssues (in U.S.A weekend) and time magazine (October 2).
7. Shahzad, K., Rehman, K.U. and Abbas, M. (2010). HR Practices and Leadership Styles as Predictors of Employee Attitude and Behavior: Evidence from Pakistan. *Eur. J. Soc. Sci.*, 14(3), 417-426.
8. Salovey, P. and Mayer, J.D. (1997). Emotional Intelligence Imagination Cognition and Personality, *Journal of Personality Assessment* , 9, 185-211.
9. Millmore, M., Saunders, M., Lewis, P., Thornhill, A. and Morrow, T. (2007) *Strategic Human Resource Management: Contemporary Issues*, Edition 1, London: Financial Times Press.
10. Marr, Bernard (2008), *Managing and delivering performance*, Oxford: Butterworth-Heinemann/Elsevier. (10th Edition).
11. BAGSHAW, M. 2000. "Emotional Intelligence – training people to be affective so they can be effective", *Industrial and Commercial Training*, 32(2): 61-65.
12. COOPER, R.K. 1997. "Applying emotional intelligence in the workplace", *Training and Development*, 51(12): 31-38.
13. COOPER, R.K. and SAWAF, A. 1997. *Executive EQ: Emotional Intelligence in Leadership and Organisations*. New York: Putnam.
14. HELLRIEGEL, D., JACKSON, S. E., SLOCUM, J.W., STAUDE, G., AMOS, T., KLOPPER, H.B., LOUW, L. and OOSTHUIZEN, T. 2004. *Management: Second South African Edition*. Cape Town: Oxford University Press Southern Africa.

3/13/2015