Review the relationship between emotional intelligence and performance of management in high school

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Abstract

Emotional intelligence argued that at least some of human life today's problems can be resolved in terms of "contradiction between what one feels and what one thinks". This study aims to investigate the relationship between emotional intelligence and management performance in high school. Dimensions of emotional intelligence are: self-awareness, self-control, self-motivation, empathy and social skills, and performance dimensions; human and behavioral, scientific knowledge, financial, administrative, and legal evaluation have been designed based on Daniel Goleman's model components. The research method is descriptive - analytical and was used domestically for data collection and scientific resources. The results suggest that there is a strong and significant relationship between emotional intelligence and performance of manager. As well, there is a strong and significant relationship between the dimensions of emotional intelligence and aspects of managers' performance.

Keywords: emotional intelligence, performance management, high school.
Statement of the problem
During the past eight decades, researchers studied the social aspects of work. In general, the records can be found in the famous Hawthorne studies (1920). These studies have shown that social and emotional needs involved for motivation, and work, just as much monetary or punitive incentives and constraints. The specialized studies revealed when more attention is paid to employees by managers and health and wellbeing of them have been considered more effectively, it also increased employee job satisfaction and also improved their performance. Accordingly, numerous educational programs have begun in the field of education and relationships in order to improve the administration of human relations in their growth of working groups (Bar-on, 1999, p50).

Psychologists have sought to identify the factors that allow people to use them in personal life and community to be more successful and less likely to face with the defeat. In the past, the focus was mostly on cognitive processes and general intelligence but studies around the success of individuals show that in different aspects of life other than high IQ of people, there are other factors that help a person to be able to cope better with stressful issues and will pass its ups and downs in the life a little easier. (Goleman, 2003, p. 12) In recent years, the attitudes toward human resource management have been evaluated and controlling the performance of employees and managers have been faced with major changes. Work group, where people with different abilities and technical skills together in engagement and interaction, significantly is based on social skills, personal and interpersonal skills, cooperation and teamwork, acceptance and respect for others. Educational organizations are considered as a case study organizations in this study, in principle, form and pattern of other agencies and institutions in communities and are the main elements for the development of societies in different fields.

EDUCATION IS THE PROCESS OF DEALING WITH HUMAN BEINGS AND HUMAN BEINGS ARE COMPLEX BECAUSE OF THE EDUCATIONAL SYSTEM AND INTERNS TO PERFORM THE MOST DIFFICULT AND THE MOST DEMANDING TASKS AND CAN BE ENGAGED IN SOCIAL ACTIVITIES. IN ANY MEASURED AND INTELLECTUAL EDUCATIONAL SYSTEM WITH CLEAR GOALS AND SPECIFIC PROGRAM, DUTIES AND EDUCATIONAL ACTIVITIES AND THEIR LEADERS SHOULD BE DEPOSITED TO COMPETENT AND QUALIFIED PERSONS. AS STATED, ONE OF THE PSYCHOLOGICAL FACTORS THAT IS CONSIDERED IN WORK ENVIRONMENTS, AND EMOTIONAL INTELLIGENCE AND ITS EFFECT ON PEOPLE SUCCESS. THE LEVEL OF COMMUNICATION BETWEEN THE TWO CATEGORIES WILL BE EXAMINED (EMOTIONAL INTELLIGENCE OF MANAGERS AND THEIR PERFORMANCE).

This study seeks to answer the questions:
1. What are the components of emotional intelligence of managers?
2. Is there a relationship between emotional intelligence of managers and their performance?

Significance of the study
Competent managers in management skills, are one of the most important factors sustaining success in any organization. The effectiveness and efficiency of management requires management skills and lack of any of skills reduces their chances of success and ultimately the organization as a whole. (Mir Sepasi, 1991, p. 23)

The importance of this debate is understood by administrators of organizations and institutions that professional success is largely influenced by factors forming emotional
intelligence. Some of the reasons for the importance of emotional intelligence are very clear in the workplace. In this case, it can be noted that the marketers can easily gain the confidence of customers and discover their tastes. It can also be noted that technically competent managers, are unable to cope with others and control stressful situations. Leadership does not mastered the art of convincing people but are also for working towards a common goal.

Given the importance of this issue in recent years, educational programs have been arranged to increase social and emotional competences in enterprises and organizations. The breeding program features such as self-awareness, empathy, perseverance, adaptability, efficiency and effective social relationships, were considered by specialists. (Kavoosi, 2002, p. 66)

Emotional intelligence has now a high and secure position and in education is undeniable although educators and professionals have discovered the importance of it in education and are familiar with, but the process and its culture and its inclusion in the curriculum of schools is gradually progressed.

School management is one of the few major posts in the educational system and the famous saying, who runs the school, will run the country, and confirms the value and importance of management training and is very serious responsibility of managers. That is why; the principal must carefully select the most used and the only reason for this choice is judged, not emotions and personal relationships. (Shoarinejad, 1987, p. 186)

Therefore, in our country, it is time now that the leadership and management should have been more considered in education system to train those responsible for the administration of the schools for taking effective measures. Undoubtedly, the efforts to promote information and educational management skills in addition to reducing system load problems, is applying the correct and effective implementation of the education programs. (Safi, 1992, p. 11). The researcher hopes that this study will reveal different aspects of emotional intelligence and discussion in particular, this issue could have been highlighted and talked to managers and planners. Among the groups that have benefited from this research and the most important of them are the managers that will pay more attention to this important matter to investigate this relationship. Other group includes HR managers in the organizations that the results of this study highlight the need for more attention to the emotional intelligence and selection, employment, recruitment, training and staff, etc. that will focus more attention on this important component.

Literature review
Emotional intelligence structure is like an umbrella which gathered under its shade a set of skills and personal characteristics. These skills are usually in such a way that they cannot be seen with the eye. Some scientists divided these skills into two main groups: interpersonal and intrapersonal skills, they have no relationship with traditional fields such as knowledge of specific skills, general intelligence and technical skills and professionalism and are distinguished from them. Commonly, there are numerous definitions on emotional intelligence. Emotional intelligence is a multifaceted structure and we do not have a clear and simple definition, that's why when creating a test, it has been difficult to measure. However, here are two definitions that are currently used:
1. Goleman defined it as "the ability to recognize self and others emotions, to motivate and manage self-emotions and relationships with others." 2. Martinez "arrangement of cognitive
skills, talents and abilities that affect a person skills to deal with the needs, passion and environmental problems. (Tischler, Len.et al, 2002, p203)

The following discussion explores different perspectives on emotional intelligence and its components.

Basic concepts of Emotional intelligence from Goleman views

Goleman analyzed Emotional intelligence in two areas:

1. **Personal competencies**: how we manage ourselves.
2. **Social competencies**: how to manage our communications.

Each of these two broad areas, including a number of special indexes are shown in Table 2.

Table 2. Emotional intelligence from the perspective of Goleman

<table>
<thead>
<tr>
<th>Personal competences</th>
<th>Social competences</th>
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<tbody>
<tr>
<td>Self-awareness</td>
<td>Empathy</td>
</tr>
<tr>
<td>Self-regulation (self-control)</td>
<td>Social skills</td>
</tr>
<tr>
<td>Motivation (self-stimulation)</td>
<td>Job Performance</td>
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</tbody>
</table>


A- **Self-awareness**

Self-awareness sometimes is defined as: to meditate on the meaning of self-consciousness, focusing attention on his personal experience, it is also defined in other words as Mind Fullness. The awareness of the feelings, is the emotional abilities that is the basis for other fundamental abilities, such as emotional self-control. The first component of emotional intelligence is self-awareness. Self-awareness means having a deep understanding of emotions, strengths, weaknesses, needs and motives. People who have strong self-awareness, not too critical and not unrealistic hope, but are honest with themselves and others. People who have a high degree of self-awareness, recognize the effect of their feelings on themselves, others and their jobs. (Goleman, 2004, pp. 65-64)

B- **Self-control**

The sense of self-mastery, means the ability to resist the emotional storms that establish the fate instead of being "Desire Slave", from the time of Socrates, has been admirable as trait. DuBois knowledgeable in Greek, translated Ancient Greek word "Sophresyne" which is equivalent to it, as "thinking and intelligence in the management of private life, wisdom, balance and balanced". The Romans and ancient church Christianity called it as "Temperntia" that means self-resistance and quell extreme emotions.

C- **Motivation**

If there is a feature that virtually all effective leaders possess the character, it is motivation. They are raised to achieve success beyond expectations (and everyone else). The key word here
is "achieving success". Symptoms of leaders who have a high level of motivation, is automatic passion. Such people are in search of creative challenges, are eager to learn and are proud of their successful work. They are constantly improving their performance graph and would like to be informed of the results. People with high motivation, even when the results are against them, will maintain their optimism. In such cases, self-regulation along with the motivation to achieve success or failure overcomes on the despair and disappointment that comes after the misadventure. Managers who try to identify high levels of motivation to succeed in their employees, they can follow the latest piece of the signs of commitment to the organization. (Goleman, 2004, Ss69-68)

D- Empathy

Empathy builds on self-awareness. The more being aware of our feelings, we will be more adept at finding the feelings of others. In all communications, the emotional coordination and ability to sympathize with them is the origin of the importance giving to others. The ability- means the ability to recognize the feelings of others that plays a role in various areas of life, from sales and management to fall in love and parenting, to compassion for others and political activities. Empathy for the first time was used by E.B.Tichener in the 1920s, the American psychologist. In this sense, a brief it is different with the primary meaning of the phrase at the entrance from Greek to English, as Empatheia means "to enter someone's feelings". Titchener's theory was that the empathy of a physical imitation of other personal distress stems, which then evokes the same feelings in person. He was in search of the word that is distinct from sympathy, which means the overall feel of the disaster and the involvement of another person, without partaking in person's feelings. (Goleman, 2003, pp. 139-142)

E- Social skills

Social skills, are more purposeful relations: to motivate people on targeted way, both agreed on a new marketing strategy and longing to produce new products. Consultants wide circle of people with social skills acquaintances around have a strong instinct to find common ground with different people and talents to create understanding and close relationship. (Goleman, 2004, p. 71)

F- Job Performance

Various definitions have been offered for the job performance. What is common in all of these definitions, is how to do assigned tasks and responsibilities. In a definition, some have called the human resources as labor productivity, it should be noted that performance has a concept beyond the total output and includes job-related behaviors that people exhibit. (Griffin, 1995, p. 132) On a comprehensive definition, the performance is the efficiency and effectiveness of the duties in addition to some personal data such as entrepreneurship, the delay of the work, absenteeism and slow job, in the definition, the efficiency means efficiency ratio is achieved and resources used, the effectiveness of the amount to achieve pre-determined objectives. On the other hand, factors such as absenteeism, slow work, delay and incident creation, can be criteria for evaluating performance. (Robbins, S, 1991, p. 361) Job
performance, is the quantity and quality of the work and assigned tasks carried out by an individual or group. Job performance and productivity infrastructure should be able to help to achieve organizational goals. (Shermerhon, J, 2002, p. 392)

Methodology
This paper is a documentary research to collect data from studies library, internet, theses and papers.

Results
Studies on success in various aspects of life showed that other than high IQ of the people, there are other factors that help a person to be able to cope better with stressful issues and could easily surpass the ups and downs of life. Answers to questions such as why some people have better mental health than others? Why are some more successful than others in life? What makes the difference? And.... leads to need to review and agents (emotional skills) that are thought to explain the success.

In today's work environment as well as keeping pace with the growth of technology industries and technical, special attention has been paid to the human dimension and implicitly psychological work. Therefore, there is no doubt that effective administration of organizations depends on the performance of their human resources more than anything else. The main reason is facing management or human factor that today humanity is witnessing in all fields and in any form in diverse communities. In fact, wealth any society is only human. One of the newest phenomena in this area that is taken into consideration, is the excitement and emotional intelligence of staff. Psychologists believe that the emotional intelligence is one of the important factors for success in educational environments, professional and social relations, the consciousness of self and others' feelings, emotions and diagnosis and control their emotions and the ability to empathize with others. Educational organizations as a case study organizations in this study, in principle, are a form and pattern of other institutions in communities and the main elements are the development of societies in different fields.

The fundamental issues and material in education system, is to manage and organize it. Education Management is relatively distinct from other organizations management, for educational management is an elegant, professional, scientific issue in addition to the above factors do not work on manufacturing goods but the management of the organization, is person-making. Therefore, management must apply its expertise with psychological characteristics.

Therefore, according to what was said about emotional intelligence of aim of this study was to answer the following questions:

1- What are the components of emotional intelligence managers?
2- Is there a relationship between emotional intelligence of managers and their performance?

According to the material presented in the research and literature, it can be concluded that there is a strong relationship between emotional intelligence and the performance of managers. Dimensions of emotional intelligence are: self-awareness, self-control, Self-motivation, empathy and social skills and performance dimensions; Human beings, scientific knowledge, financial, administrative, evaluation and law. The following suggestions are offered for Managers educational organizations.
Practical suggestions to managers
In this part it is trying to develop recommendations for principals of high schools:

- Using the self-awareness, managers must identify their feelings as they occur. Because as mentioned in the statement of theoretical bases, managers who have a high level of self-awareness are capable of realistic assessment of their capabilities and can recognize their feelings at any particular moment. The result would be more in control skills and life events and real-time guidance is effective to control the emotions and sense of self.
- Managers for the promotion and application of self-control index, should think about it when they are anxious and to perform any fast and unreflective act. They should consider the effect of their actions on others and the result of actions and handle their stress and anxiety effectively. This means that even in times of anger, do not lose their control and the incidence feel angry, and after analyzing the situation, express their feelings.
- For motivation, certain programs should be used to strengthen these criteria on the agenda since it plays the role as a basis for other dimensions and the role of emotional intelligence is effective in reducing or increasing the size and according to this index, the kind of attention is required to other indicators of emotional intelligence too. Therefore, managers should always keep their optimism along with the motivation to achieve success on hopelessness and overcome the despair that arise after the failure.
- For empathy, managers should try to identify emotions. And are curious about the staff, to consider its effects on the decision-making process, being a good listener and focus on the feelings of others. This requires identifying more closely with managers to employees.
- It should be noted on the social skills managers that managers must not only maintain friendly relations with employees, but these relations must be perfectly targeted. Therefore, managers must develop an extensive network of relationships in the organization, and other needs and priorities seek to build common values in the organization.

Recommendations to organizations, institutions and...

- Certainly, increased high-level of managers' emotional intelligence would not be possible without the existence of a planned program. It is suggested that the annual programs of organizations, which predicted discharges into the annual budget, programs to increase managers' emotional intelligence.
- Any skills, upgrade needs education. To increase the emotional intelligence, managers can develop training programs to increase efficiency and make the most of their success in different positions. In this training course, though that theoretical training is necessary, but must prevail at all educational operations.
- Preparing sources should be encouraged for brochure with instructions and applicable and practical in the field of education and information.
It is suggested that, after raising the level of consciousness (with an emphasis on identifying and distinguishing good feelings and bad feelings logical thinking and irrational beliefs) managers more authority to be delegated these managers because managers who are able to freely feelings of empowerment and their emotions and using them properly monitor their work easier and easier to do will be to improve organizational performance.
References