

Investigating the Effect of Emotional Quotient on the Effectiveness of Managers with Respect to the Mediating Variable Organizational Culture Case Study: National Iranian Drilling Company

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Abstract: This research in order to investigate the effects of emotional quotient on the effectiveness of managers with respect to the mediating variable characteristics of the organizational culture in National Iranian Drilling Company has been accomplished. Statistical population includes the managers (top, middle and operational) National Drilling Company (about 520 people) statistical sample size has been estimated based on Morgan table about 220 people. The research method is descriptive and correlation analysis. In this research, data collecting was performed using three researcher-made questionnaires and based on Goleman's emotional quotient model and, Denison's organizational culture and Parsons's effectiveness. The data collected using structural equation modeling method and with aid of the software LISREL was analyzed and it is indicative of a significant effect emotional quotient on the effectiveness of managers on the one hand and on the other hand the significant impact of the mediating variable organizational culture on the relationship between emotional quotient and the effectiveness of managers. It was also found that among the dimensions of emotional quotient, the component social skills to the effectiveness of managers is more reliable predictor.

Keywords: Emotional quotient, self-awareness, self-regulation, social skills, empathy, motivation, organizational culture

INTRODUCTION

Today's world is full of complexities that organizations in the field of growth and excellence has faced with many problems as well as managers has faced with enormous challenges. So, the role of emotional quotient, effectiveness and organizational culture as the three most important factors affecting the productivity of an organization is important and the development of the organization, increasing quality of services and products, increasing employee's motivation, job satisfaction and cost reduction affect on organization and those are incentives to improve performance so more research in the field is needed. Emotional quotient is a evolved form of Human attention in organizations and a new tool to improve the performance of managers in organizations. Today, many organizations subject to change and any change would require staff and managers who are adaptable and adapt themselves to changes. In the meantime social balance worthily and fruitfully has increasing importance for most managers and leaders.

Studies have shown that overtaking will be with future leaders who can effectively communicate with their

human resources. In this context emotional quotient is one of the factors that can play an important role in managers relationships with the members of the organization. In fact, emotional quotient is a determinant of success or failure of managers. Goleman (1995) has stated that managers in playing their roles have massive interactions with others and they need to emotional skills and the wide range of other individual skills more than of the rest of organization's people. Goleman in his research concluded that about two-thirds of the best works done by people based on their emotional competencies no based on technical and cognitive skills. A manager that emotionally is clever, can control moods through self-awareness, improve those through self management, understand their effects by empathy and by relationship management he/she behaves to ways that increase others' morales. According to Hersay and Blanchard, successful organizations have a major feature that separates them from non-successful organizations and it is an effective and dynamic leadership. In fact, because many business failures are due to poor management and leadership Today, most organizations are seeking effective managers. And as mentioned, having a high degree of emotional quotient and with respect to its

dimensions can play a prominent role in the effectiveness of managers. On the other hand, the existence of cultural characteristics, such as job involvement, adaptability and information as well as emotional quotient amount and its dimensions in managers are very impressive. In fact organizational culture should be able to be the survival factor of the organization and provide the growth context of the organization in order to globalization. without effective organizational culture can not be expected creative and productive activities.

Literature review: Formal theory of emotional quotient has been presented by Salvey and Mayer (1990). They have stated emotional quotient is a form of social intelligence and consists of the ability to control themselves' emotions and others and the distinction between those and the use of information for strategy and thinking and action. Thus the framework of emotional quotient and suggestion about its measurement, first crystallized in the views of these two scientists. In recent years, numerous definitions of the emotional quotient concept have been made each in turn has tried to explain this concept more clearly (Cavazotte *et al.*, 2012).

Daniel (1963), defines emotional quotient as follows: "is Another type of intelligence, including self knowledge and using it to make appropriate decisions in life, is ability effective administration of mood and mental conditions and our impulse control is a factor when you defeat in getting goals creates motivation and hope in you. And includes empathy that is the awareness of the around people's feelings, social skills, namely well dealing with people and control their emotions in relationship with others and the ability to encourage and guide them. According to Gardner and Stough (2002) emotional quotient has been formed of the two components of "intrapersonal intelligence" and "interpersonal intelligence". Intrapersonal intelligence indicates individuals awareness of their feelings and emotions, expressing their beliefs and feelings, self-esteem, recognition of their inherent talents, independence in doing expected works and in total the control level of individuals of their emotions and feelings (Golman, 1995). Interpersonal intelligence refers to the ability to understand others and wants to know what motivates people. Salvey and Mayer (1990) believes, emotional quotient is a kind of social intelligence that with ability to monitor their and others emotions, recognizing those and use the information to guide their actions and thoughts are concerned. With a little reflection on the definitions mentioned it is found that in most of them there is an agreement on a common point and it is ability to understand and control emotions, and managing them.

And that emotional quotient can be an important factor for success in personal relationships, interpersonal, group and organizational. Each of theoretical models of emotional quotient are considered from two perspectives: the ability views, compound views. Ability views emotional quotient in full results in mental ability and hence is known as pure intelligence. In contrast compound views, emotional quotient know a combination of mental abilities and personality characteristics such as optimism and happiness. Now only emotional quotient ability model is provided by John Mayer and Peter Salovey. compound models of emotional quotient have different spirit and concepts. Bar-on, Golmenov offers various compound models of emotional quotient. In total, the most important different models of emotional quotient are:

- Mayer and Salovey's model (with an emphasis on the origin of quite rational of emotional quotient)
- Goleman's model. (with an emphasis on organizational performance)
- Bar-On's model (with an emphasis on mental health)
- Higgs and Dulewicz's model (Dubrin, 1990). Goleman's theory of emotional quotient that is most comprehensive and the most credible theory among the models of emotional quotient. in this study is used Goleman's competencies model that its ingredients are as follows:

Self-awareness: Understanding your feelings and emotions instantaneously and deeply and using them for guidance in making proper decisions.

Self-regulation: The ability to control and manage emotions and staying calm to assist in decision-making and the use of cognitive abilities properly, coordination with emotions so that rather than interfere with work, making easier it to help us.

Self-motivation: Using your deepest interests to move toward and guide goals and to help try to evolve and progress yourselves, rather than wait until an event or person motivates and moves us.

Empathy skill: Understanding what people feel, the ability to consider the views of others and develop goodwill and coordinating with various people to enhance teamwork (in particular the work and organizational environments).

Social skill: In relationships with others, well coping with our and others feelings, understanding social networks

and situations, well listening skills and well expression, to resolve the conflict and use of these skills to convince the leadership and management (Cadman and Brewer, 2001). Breeding and development of emotional quotient is very important. The following items can be expressed as the importance of emotional quotient:

- Creating a sense of responsibility
- Creating a happy and vibrant life
- Dealing with dangerous situations
- Creating a spirit of cooperation and helping others (Gardner and Stough, 2002)

Effectiveness as the most important goal of any organization is the destination that organizational all efforts to achieve it is Done. Moreover scientists of management field also believe that several factors (organizational, environmental, And individual) are related to the effectiveness of the organization. That in this direction the behavioral characteristics of managers can play an important contribution to increase or reduce the effectiveness. Robins in search for a definition of effectiveness, consensus on a definition is considered hard task and says: "the scholars on consensus on what effectiveness means have faced with considerable problems, However, all of them on this subject that effectiveness important topic in organization theory have consensus. Effectiveness in the dictionary mean effect size that in the case of people and practices is used. The effectiveness means the ability to produce, influence, be competence and Effectiveness means doing the right things and not necessarily relate to high activity (Shirazi, 1954). In other definition effective ness is the degree to achieve the objectives set. In other words, effectiveness represents amount of efforts and achievement to the expected results. In fact, effectiveness amount of success of managers in efficiency and results in what has been entrusted to him (Kazemi and Hussain, 1966). According to research findings can be argued that the emotional quotient of managers can provide fertile ground for their effectiveness. Talcott-Parsons effectiveness model to effectiveness attached the four dimensions that include:

- Adaptation (adjustment) contains the indexes, ability to growth, innovation and development
- To achieve the goal including the indicators of success ,quality, resource acquisition and efficiency
- Coherence contains the indicators of satisfaction, atmosphere, communication, and conflict
- Continuity contains the indicators of loyalty, the main interests in life, motivation and identity

In present research talcott-parsons effectiveness model is used to evaluate managers' effectiveness. One of founders of emotional quotient mentioned this important point that although successful managers require conventional features such as intelligence, endurance, will, perspective for success but those are not sufficient. Effective and successful managers have a high degree of emotional quotient by which they are distinct, which includes self-awareness, self-regulation, motivation, empathy and social skills. Managers also in terms of organizational level are classified to top managers, middle and operational (base) (Dubrin, 1990). Top managers, comprehensive and long-term planning of their organization, their decisions- making are more strategic and focused external information.

Top managers of organization plan comprehensive and long-term planning of their organization, their decisions- making are more strategic and focused external-organization information. Middle managers report directly to top management and the have role of the link between top managers and operational managers. More time of middle managers deal with the interpretation, implementation, monitoring and control of strategic objectives, programs and policies . Operational managers are at the lowest level. their decisions- making are administrative and in organizational operations are directly involved (Por *et al.*, 2011) the numerous definitions of organizational culture are stated but here we will try to define some common definitions. Some scientists and experts have emphasized on the values of organizational culture. Organizational culture reflects the common understanding the members of the organization that affect their behaviors. In any organization,there are values, symbols, rituals and myths that constantly changing over time. These common values determine how organization's members understand their world and respond to it the main core of Organizational culture, the values have formed which organization members have in common with each other on the basis of these values, behaviors within the organization are formed. In other words, culture is a set of key values that are widely accepted by the members of the organization.Others focused on the intangible and unspoken parts in the organization, so they know culture what as a right phenomenon to be taught to new members of and represents the unwritten and invisible part in the organization. And finally others have paid attention to environmental factors in the definition of Organizational culture. Edgar Schein knows culture a model of the fundamental assumptions that because of the accumulation of the difficulties of external adaptation and internal integration from a specific group, created,

discovered or developed (Schermerhorn *et al.*, 2005). In other definitions have stated Organizational culture in this way: philosophy that the organization's policies guides towards employees and customers. What comes of these investigations and research on organizational culture, reflect the impact of organizational culture on how behavior is So, that today in most organizations that key beliefs and values are eagerly maintained and extended, the members of the organization commit to These values and ulture is stronger. The satisfaction in these organizations more and less turnover and redeployment. Individuals have a passion for their job and doing it efficiently professor Daniel Denison performed the research on organizational culture and effectiveness of the organization. In his model of cultural features are as follows:

- Involvement in the work
- Compatibility
- Adaptability
- Mission

Research histotry: Cook in a study titled “the effect of emotional quotient on the performance of leadership of managers came to the conclusion that there is a significant relationship between emotional quotient and leadership performance. So, that leaders and managers require emotional quotient and five important management factor is practising work, the ability to understand the environment and ability to work, the final assessment of their work, having time management and effective communication. Chrusciel (2006), also in the research found that emotional quotient is as a predictor of success and effectiveness, not only as a measuring tool The effectiveness of in the organization but also is as a tool for individual success and effectiveness.

He explains how emotional quotient positively affecting a person’s ability to progress in the management of commercial and business organizations. They in a research investigate relationship among the behavioral components of training managers to organizational effectiveness. Results indicate the relationship between the behavioral components of success-oriented, supportive and cooperative with organizational effectiveness; And lack of relationsdhip commanding behavioral components and position-oriented components with organizational effectiveness. Also, there are not significant relationship between managers sex and organizational effectiveness. Shabany *et al.* (1391), in a study entitled “Forecasts organizational effectiveness based on emotional intelligence, sport managers Lorestan

Province” Goleman’s model of emotional intelligence to the conclusion that self-management and relationship management between the components of emotional intelligence and managers effectiveness there is a direct relationship Shabany *et al.* (1391), in a study entitled “Forecasting organizational effectiveness based on the emotional quotient of sport managers of Lorestan Province” using Goleman’s model of emotional quotient achieve to the conclusion there are a positive and significant relationship between self-management and emotional quotient relationship management components and managers effectiveness. And by increasing the emotional quotient amount of managers in the field of self-management and relationship management can increase organizational effectiveness.

Theoritcal framework and conceptual model of the research: As was described in this research has been prepared and implemented in order to investigate the impact of emotional quotient on the effectiveness of managers according to the mediator variable, the organizational culture. Therefore, in order to assess and examine the emotional quotient has been used the Golman’s model 5 dimensions (self-awareness, self-regulation, empathy, motivation and social skills). And to identify and examine the organizational culture and effectiveness respectively. Denison’s model with 4 components (involvement in work, adaptability, flexibility and adaptation and Mission) and Talcott-Parsons’ model with 4 components (coherence, continuity, adaptation and achievement to the goal) is used. Based on the research conceptual model Fig. 1 research questions are formulated as follows:

- Has emotional quotient an impact on the effectiveness of managers?
- Has emotional quotient an effect on the characteristics of organizational culture?
- Have the characteristics of organizational culture an effect on the effectiveness of managers?

The conceptual model of the present research based on three main structures (emotional quotient, organizational culture and effectiveness) each play a different role, has been traced. In terms of relationship between the research on the one hand the impact of emotional quotient on the effectiveness of managers has been paid attention, on the other hand the impact of organizational culture mediator variable in the relationship between emotional quotient and effectiveness is evaluated.

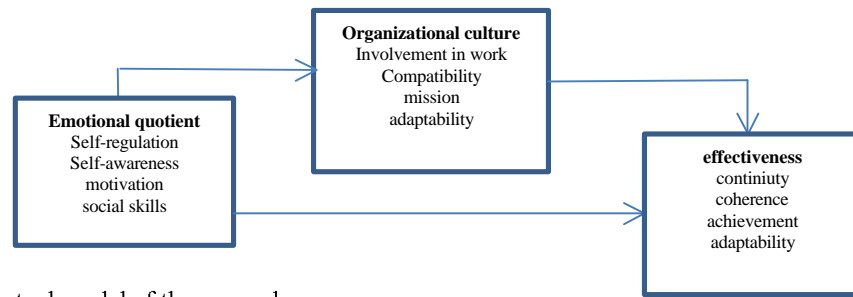


Fig. 1: The conceptual model of the research

Table 1: Validity coefficients of the emotional quotient questionnaire

| Various questions | Emotional quotient | | | | | | | |
|----------------------|--------------------|-----------------|---------|------------|---------------|--------------------|---------|---------------|
| | Self-awareness | Self-regulation | Empathy | Motivation | Social skills | Emotional quotient | Culture | Effectiveness |
| Validity coefficient | 0.71 | 0.88 | 0.87 | 0.85 | 0.90 | 0.96 | 0.94 | 0.78 |

Table 2: Te results of confirmatory factor analysis

| Relationship type | Standard coefficient | Statistic t | Significant level (p-value) |
|---|----------------------|-------------|-----------------------------|
| Between emotional quotient and self-awareness | 0.73 | 11.74 | 0.001 |
| Between emotional quotient and self-management | 0.89 | 15.95 | 0.001 |
| Between emotional quotient and empathy | 0.85 | 14.72 | 0.001 |
| Between emotional quotient and social skills | 0.93 | 17 | 0.001 |
| Between emotional quotient and motivation | 0.89 | 15.77 | 0.001 |
| Between organizational culture and cooperation | 0.92 | -- | 0.001 |
| Between organizational culture and integration | 0.89 | 20.08 | 0.001 |
| Between organizational culture and flexibility | 0.85 | 20.49 | 0.001 |
| Between organizational culture and mission | 0.91 | 21.86 | 0.001 |
| Between management effectiveness and continuity | 0.78 | --- | 0.001 |
| Between management effectiveness and goal achievement | 0.63 | 9.97 | 0.001 |
| Between management effectiveness and compatibility | 0.80 | 14.5 | 0.001 |
| Between management effectiveness and coherence | 0.69 | 11.09 | 0.001 |

d.f = 50; $\chi^2 = 147.27$; p = 0.000; RMSEA = 0.09; $\chi^2/d.f = 2.94$

MATERIALS AND METHODS

Research method: The research in terms of purpose is applied and on how to collect data is descriptive and survey. Descriptive research As its name can be found clearly is describing objective, real and regular events and various incidents. Spatial domain of the research is National Iranian Drilling Company in Khuzestan province and with respect to the aim of this research, statistical population are all managers in three levels top managers, middle and operational working in National Iranian Drilling Company. The total sum of these managers is 520 people, sample size according to Morgan table 220 people and sampling method is simple. Sample and finally 220 questionnaires distributed, 200 samples were collected. In this research for collecting data from library studies and questionnaires were used. Cause and effect relationship between the variables involved in the the research were analyzed using structural equation modeling. This method is the best tool for the analysis of research in which obvious variables have the error of measurement as well as relationships between variables are complicated. To assess and examine the variables of emotional quotient, organizational culture and effectiveness is used three

questionnaires, each from these questionnaires respectively are adopted Goleman's model of emotional quotient, Denison organizational culture and Parsons effectiveness model. Questionnaires were totally 92 questions. their scale was the Likert scale. If the device of data collection does not have recall and precision results will be far from reality. In terms of prevention, questionnaire must be scientifically validated. In this research the following methods have been used to increase the validity of questionnaires: studying questionnaires and questions that have been used in similar studies, Studying numerous books and articles on the topics discussed and on relevent models, Consultation with experts and accepting their advices. In this research, Cronbach's alpha was used to determine reliability. Cronbach's alpha coefficient, is a coefficient which reflects positive correlation the members of a collection together. The results obtained in Table 1 is visible. Based on the above table reliability coefficients of the questionnaire with respect to variables fluctuate between 0.71-0.96 it indicates that the target questionnaire reliability and validity are sufficient. In Table 2 the Results of confirmatory factor analysis in Table 3 model fitting indicators are listed.

Table 3: Model fitting indicators

| Indicator | Value | Acceptable limit | Result |
|---|-------|------------------|------------|
| χ^2/df | 2.94 | Between 1-3 | Acceptable |
| Normal fitting indicator (NFI) | 0.96 | 0.9< | Acceptable |
| Goodness of fit index(GFI) | 0.83 | 0.9< | Acceptable |
| Adjusted goodness of fit index (AGFI) | 0.73 | Close to one | Acceptable |
| Tucker –Lewis index or nonnormal fitting index | 0.96 | 0.9< | Acceptable |
| Incremental fit index (IFI) | 0.97 | 0.9< | Acceptable |
| Relative fit index (RFI) | 0.94 | Close to | Acceptable |
| Comparative Fit Index (CFI) | 0.97 | 0.9< | Acceptable |
| Parsimony Normal Ft Index(PNFI) | 0.68 | 0.6< | Acceptable |
| Square Root Mean Square Error of Assessment (RMSEA) | 0.09 | 0.1> | Acceptable |

At this stage with the software LISREL confirmatory factor analysis was used to assess measurement models of the research. As shown in Table 2 chi-square ratio to the degree of freedom should be less than 3, the amount of which is calculated is 2.94: Therefore, assessment tool has the proper validity and reliability and the model can be stored based on the proposed amendments with the LISREL.

RESULTS AND DISCUSSION

The results obtained from descriptive statistics of the research variables are as follows Table 4. In order to verify the research model After studying the data in terms of normal distribution and dispersion at first among the variables (conceptual model) the Pearson correlation test is used. And only if this relationship is significant, then using structural equation modeling and using software LISREL 8/54 causal relationship between the variables is tested Table 5.

The above table statistical findings shows that r Pearson’s observed for all of the above variables with a significant level of $p = 0/001 > 0/01$ is significant. As a result we can say there are relationship between the variables of the research model. Now that there is correlation relationship , relationship between variables can be assessed using regression analysis and structural equation modeling technique. To investigate the At the same time effects of emotional quotient components on the effectiveness of the management of multiple regression test of entrance model was used examination results are listed in the following Table 6.

The statistical findings of above table shows multiple correlation coefficient for the combination of emotional quotient component is $MR = 0.73$ and $RS = 0.53$ And F regression equation (44.165) with significance level of $p = 0/001 > 0/01$ is significant. According to the results of \hat{a} coefficient in the above table and the significant level, except self-awareness component other the variables

component as predictor variables affect the effectiveness of managers. Respectively, social skills as predictor variable has had most influence and then motivation and empathy and at the end is self-management variable. Figure 2 and 3 show the result of structural equation modeling:

As can be seen Fig. 2, 3 represent the standard coefficient (R) and the causal relationship between variables investigated. Tables 7 and 8 show R (standard coefficient), the value of t 1 and model fitting indices such as chi 2, RMSEA, GFI and. As mentioned earlier, if the value of chi-square, ratio to degrees of freedom (df)is less than 3, RMSEA less than 0.1, as well as GFI (0.86) and AGFI (0.91) between 0.8-0.9 can be concluded that there are relative fit of the model implemented. the standard coefficient of existing relationship would be significant If the value t greater than 2 or smaller than 2, at 99% significance level.

As can be seen, tables and structural equation modeling results show that, firstly, with regard to the significance of the value t, In total the fitness of the model is confirmed, Because the chi-square value (147.27), the RMSEA (0.09) and chi-square ratio to degree of freedom (2.94), as well as GFI is (0.83) and AGFI (0.74). So we can say that this model has the appropriate relative fitness. After reviewing and approving the model to determine the significance of the relationship between the variables from statistical t-test or the t-value is used. Because significance in a error level 0.05 is reviewed so if amount of factor loadings observed with t-value test from smaller than 1.96 calculated, the impact is not significant and the software is displayed them in red. But, if the value greater than 1.96 the impact is significant. As a result overall, according to Pearson correlation coefficients and regression analysis and structural equation can be said to have confirmed the hypotheses of the research. Next Fig. 4 and 5 respectively, indicate the results of the final model (standard coefficient) and final model results (T-V).

Table 4: Results of descriptive statistics in terms of variables

| Variables | Average | St | Minimum score | Maximum score |
|--------------------------|----------|----------|---------------|---------------|
| Organizational culture | 124.9450 | 22.16117 | 174.00 | 53.00 |
| Management effectiveness | 30.1350 | 4.66428 | 39.00 | 18.00 |
| Self-awareness | 23.0000 | 3.06381 | 30.00 | 14.00 |
| Self-management | 90.3800 | 11.09509 | 111.00 | 37.00 |
| Empathy | 46.9600 | 6.97219 | 59.00 | 31.00 |
| Social skills | 70.2450 | 9.54518 | 90.00 | 34.00 |
| Motivation | 47.3950 | 6.51700 | 59.00 | 20.00 |
| Emotional quotient | 277.9800 | 33.87576 | 340.00 | 157.00 |

Table 5: Results of pearson correlation coefficient test

| Variables | Correlation index | Managers effectiveness | Organizational culture | Emotional quotient | Self-awareness | Self-management | Empathy | Social skills | Motivation |
|------------------------|-------------------|------------------------|------------------------|--------------------|----------------|-----------------|---------|---------------|------------|
| Managers effectiveness | r | | .752** | .707** | .570** | .640** | .652** | .701** | .593** |
| | p | | 0.001 | 0.001 | 0.001 | 0.001 | 0.001 | 0.001 | 0.001 |
| Organizational culture | r | .752** | | .4999** | .356** | .468** | .444** | .471** | .465** |
| | p | 0.01/0 | | 0.01/0 | 0.01/0 | 0.01/0 | 0.01/0 | 0.01/0 | 0.01/0 |
| Emotional quotient | r | .707** | .499** | | .799** | .927** | .873** | .953** | .914** |
| | p | 0.01/0 | | | 0.01/0 | 0.01/0 | 0.01/0 | 0.01/0 | 0.01/0 |
| Self-awareness | r | .570** | .356** | .799** | | .647** | .743** | .746** | .648** |
| | p | 0.01/0 | | | | 0.01/0 | 0.01/0 | 0.01/0 | 0.01/0 |
| Self-management | r | .640** | .468** | .927** | .674** | | .732** | .826** | .808** |
| | p | 0.01/0 | 0.01/0 | 0.01/0 | 0.01/0 | | 0.01/0 | 0.01/0 | 0.01/0 |
| Empathy | r | .652** | .444** | .873** | .743** | .732** | | .790** | .717** |
| | p | 0.01/0 | 0.01/0 | 0.01/0 | 0.01/0 | 0.01/0 | | 0.01/0 | 0.01/0 |
| Social skills | r | .701** | .471** | .953** | .746** | .826** | .790** | | .889** |
| | p | 0.001 | 0.001 | 0.001 | 0.001 | 0.001 | 0.001 | | 0.001 |
| Motivation | r | .593** | .465** | .914** | .648** | .808** | .717** | .889** | |
| | p | 0.001 | 0.001 | 0.001 | 0.001 | 0.001 | 0.001 | 0.001 | 0.001 |

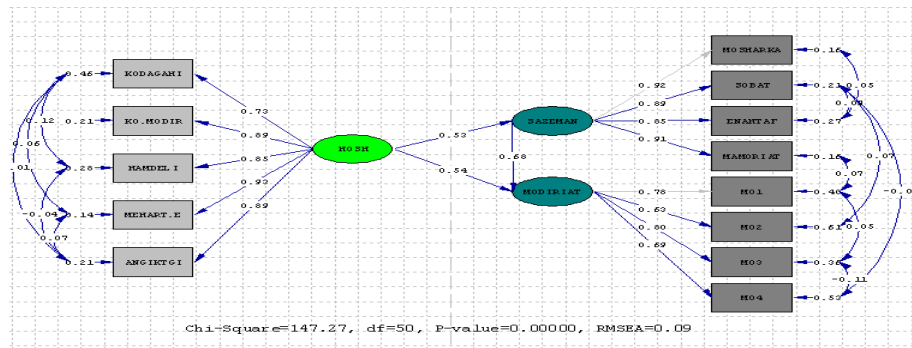


Fig. 2: Structural model output (1) using LISREL in standard mode

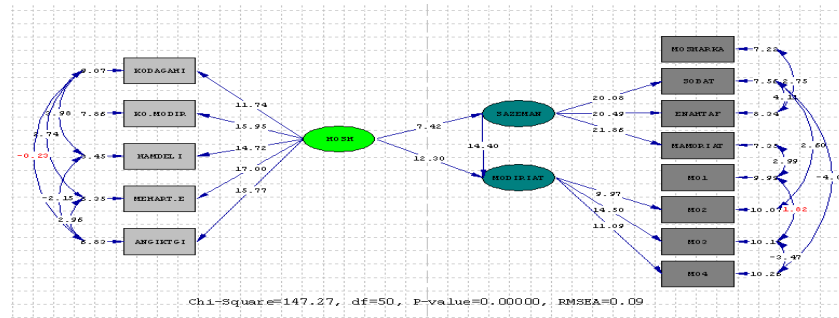


Fig. 3: Structural model output (1) using the LISREL with t-value mode

Table 6: Multiple regression analysis of entrance model based on predictor variables (components of emotional quotient) and criterion variable of management effectiveness(N =200)

| Criterion variable | Predictor variables | Not standardized coefficientsB | Standardized coefficients β | value t | significance level P | Multiple correlation coefficient MR | The coefficient of determination | F P |
|------------------------|---------------------|--------------------------------|-----------------------------|---------|----------------------|-------------------------------------|----------------------------------|--------|
| Managers effectiveness | Self-awareness | -0.011 | -0.007 | -0.092 | 0.927 | 0.730 | 0.530 | 44.165 |
| | Self-management | 0.078 | 0.186 | 1.985 | 0.049 | | | |
| | empathy | 0.156 | 0.233 | 2.652 | 0.009 | | | |
| | Social skills | 0.279 | 0.571 | 4.318 | 0.001 | | | |
| | Motivation | -0.163 | -0.0228 | -2.021 | 0.045 | | | |

Table 7: The results of the structural model running (1) among the study variables (relationship from type gamma (γ))

| Main model of the research | Standard coefficient (R) | t-value | Result |
|---|--------------------------|---------|--------|
| Emotional quotient~organizational culture | 0.53 | 7.42 | Accept |
| Emotional quotient~management effectiveness | 0.54 | 12.3 | Accept |

Table 8: The results of the structural model running (1) among the study variables (relationship from type beta (β))

| Main model of the research | Standard coefficient (R) | t value | Result |
|---|--------------------------|---------|--------|
| Organizational culture~management effectiveness | 0.68 | 14.40 | Accept |

d.f = 50; $\chi^2 = 147.27$; p = 0.000; RMSEA = 0.09; $\chi^2/d.f = 2.94$

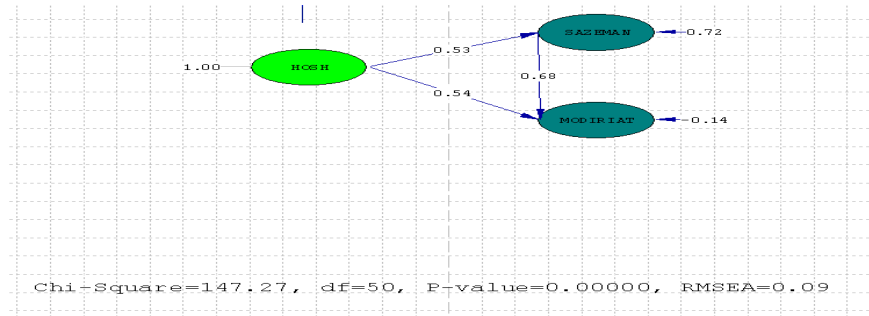


Fig. 4: Results of final model (standardized coefficients)

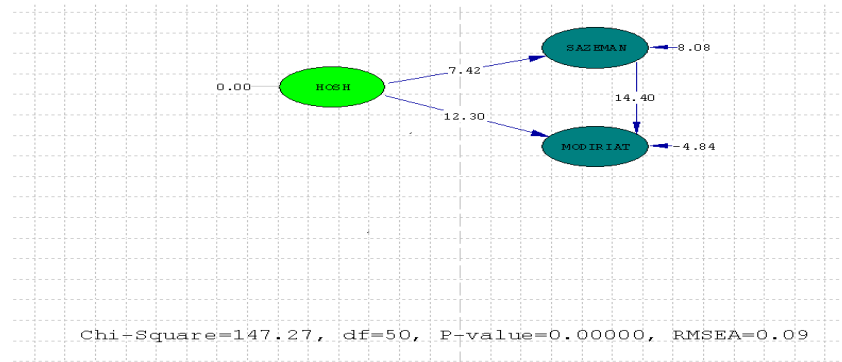


Fig. 5: The results of final model (t-value)

CONCLUSION

From comparison of the statistical results for the individual components of emotional quotient and effectiveness of managers are concluded that except self-awareness component other component as predictor variables affect the effectiveness of managers. The variable social skills as a predictor variable has the greatest impact and then respectively motivation and

empathy variables and self-management is in the end ($p < 0.05$). In other words, the results of multivariate regression showed that among 5 components of emotional quotient respectively 4 components of social skills, motivation, empathy and the self-management have been more reliable predictors for the effectiveness of management in the National Iranian Drilling Company. The findings obtained from Pearson correlation test showed that there is a correlational relationship between

the research model variables that in line with the result of works by researchers such as Cook, $p = 0.001 < 0.01$. Then, causal relationship among variables, using multiple regression and structural equation model was evaluated.

Based on the results obtained for the components of emotional quotient, it can be argued that in emotional quotient, there are skills that facilitate processing of emotional information. And causes them to be integrated, which increases efficiency, improves social relations and the health guarantees. Emotional quotient enables managers to go through the emotions, thoughts and ideas with their subordinates as individuals with unique needs and abilities. Managers from social skills to help people to grow their own, strengthen positive feelings and emotions in them and support them to achieve their goals and needs. Since the motivation includes control of emotional tendencies through which to achieve a target, so managers that have the intrinsic motivation for making progress and autonomy in the workplace are responsibility, goal-oriented, challenging and full of energy and carry out the duties assigned. Which will be led to their effectiveness in the workplace. Also, since empathy means trying to understand the life situation, accepting and understanding others, so managers who are more sympathetic to solve conflicts have arisen in corporate environments have more effective performance. Finally, the factors promote prosperity and the managers will be more effective. The results obtained from structural equations also showed that the model fit is acceptable. In general, according to Pearson coefficients and multiple regression analysis and structural equation can be said that the research hypotheses have been confirmed. Regarding the findings obtained in this study is proposed:

Considering to recent discussions of Emotional quotient in our country and especially in government agencies need to managers and practitioners of National Iranian Drilling Company find more familiar with the concept and knowledge in the field of Emotional quotient and how to communicate effectively and efficiently with his subordinates as well as planning to increase their paying more attention to this issue. Considering to the importance of social skills in this study suggest that managers how to control their emotional desires and understand the emotions of other people in the workplace (especially subordinates) to paying more attention to this topic.

With considering the impact of organizational culture in the development of the effectiveness of management

features (according to Denison organizational culture model) is suggested the organization more focus on the external environment (vision, strategic direction, goals and objectives and organizational learning), and also have the flexibility (focus on the development of capabilities, empowerment, team building) to ultimately achieve organizational culture as encouraging and supporting the cultivation of emotional quotient. In National Iranian Drilling Company, courses for managers to be held in relation with Emotional quotient.

Considering to the direct impact of emotional quotient on the effectiveness of managers and in order to enhance efficiency in the organization is suggested the organization department of human resources and staffing selection amend its process (especially at managerial levels) so that when they hire people to have special attention to emotional quotient, because most recruits on average at a level of cognitive intelligence, but their emotional quotient fluctuate.

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