

Investigate the Relationship Between Social Intelligence and Agility of Municipal Staff (Case Study: Central Municipality of Isfahan City)

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Abstract: The study aimed to investigate the relationship between social intelligence and agility of central municipality staff in the Isfahan City. For this reason social intelligence features such as social information processing, social skills and social awareness as the main component is tested on the agility of staff. The population consisted of central municipality staff in the Isfahan City and >384 people. The study method in term of purpose is applied and nature is correlational. Data collection tool were two standard questionnaires Silvera Social Intelligence in 2001, Agility Sharif and Zhang in 1999 questionnaire. The findings showed that there is a relationship between social intelligence and agility of staff in the central municipality of Isfahan city and there is a relationship between social information processing, social skills and social awareness with agility staff. As well as social awareness better forecast staff agility.

Key words: Social intelligence, agility, central municipality of Isfahan City, social, staff

INTRODUCTION

Intelligence is one of the issues that psychologists are highly regarded throughout the history of psychology; efforts have been on the nature of intelligence, its variety's, its variability has been investigated. In today's business environment the global market, social intelligence is needed leverage to leaders and managers because user of this intelligence, training way of thinking, communication to managers and staff that they can be in any social context, act more effectively. In recent years, social intelligence has not much considered and social psychologists have neglected it dramatically. Social neuroscience with seriousness has announced that the boom and the rebuilding of social intelligence and its alignment have reached to emotional intelligence. Rethinking of social intelligence will no doubt have to rethink about the social brain as well as the critical importance of human relations that is often overlooked is considered. Social intelligence is the ability to establish interpersonal relationships in groups and collaborate with others, using the power of the mind and body to communicate with others and understand them, growth and development of interpersonal relations between the individual and the behavior of others. In fact, healthy relationships or in other words "policies establish relationship" a certain

and mighty power that called social intelligence (Bvuzan, 2005). The leaders will be successful in the future to be able to communicate effectively with their staff. Since, social intelligence a positive relationship with management capabilities (planning, organizing, leading and controlling), predict the performance of leaders and has a significant impact on creating people's leadership capability.

On the one hand, today's market is becoming more global, dynamic market and customer driven. The client's role from simple receiver in a transaction to a subscriber or improve the product, service or an organization's ability has changed. This leads organizations face intense competition in timely response to unanticipated demand from customers in terms of product variety, better quality and service is reliable. In response to these changes, some studies have shown that developed competitive strategy that organizations have at their disposal, their ability to sense any unexpected change in market or customer preferences and rapid response to them. Their ability sense any unexpected change in market or customer's preferences and then response to them rapidly. Their capability is called organizational agility as an important determinant of today's organizations to survive and succeed in today's turbulent business environment is intended (Yang and Liu, 2012). Therefore,

in this study, the relationship between social intelligence and agility of central municipality staff in the Isfahan City are examined.

Literature review: Certainly, the success of organizations and managers always due to a series of key factors and identify and strengthen the successful factors will follow more organizations (Rezaei and Zadeh, 2009). The leadership and management of an organization to adapt to change and to survive and thrive in new environments need certain characteristics that generally managers to respond to them encountered many difficulties. One of the most important things that can help leaders and managers in response to these changes is social intelligence. With the advent of the information age and enhance the value of human relationships as well as develop organizational strategic positions, social intelligence theory has attracted a significant attention.

Social intelligence is an umbrella term that covered broad set of skills and personal characteristics and usually refers those intrapersonal and interpersonal skills beyond the scope of previous specific knowledge, such as intelligence and technical skills or professional. In general, two distinct schools considered social intelligence, first school of psychology which is the social intelligence knows a capability and the second school of thought has it entered the field of social and organizational sciences (Rezaei and Zadeh, 2009). Nijholt *et al.* (2009) have defined social intelligence as a necessary ability for people to communicate, understand and interact effectively with others that its components include: processing of social information; the ability to understand and predict the behavior and feelings of others. Social awareness; a proper understanding of the concerns and feelings of others is the pillars of success in social activities. In addition, social skills, sensitivity to others, to earn superior job performance, ability to recognize the needs of others and the ability to identify other concerns. To flourish more the intelligence, we must pay attention to several points:

- Coordinated body movements with speech
- Increase socialize and connect with others
- Primary education in the family
- Communication and exchange of ideas and information
- Institutionalization of social intelligence training in school and the community
- Strengthening the art of being a good listener
- Treating each person as it is and deserves

- Valuing other people's remarks
- Use words timely measured

Social intelligence in community or organization, including investor is major and this is because through social intelligence can be helped to improve the mental health community and the organization. Social intelligence is structure to assess the leadership power that is based more on relations between individuals. Leaders with better social intelligence can help interaction between colleagues and the community can benefit them. Strengthening social skills and thus increase their performance of them is social intelligence. The agility word in the dictionary, means move fast, agile, active, able to move as fast and easy and the ability to quick and clever thinking (Hornby, 2000). Roots agility is agile manufacturing, and agile manufacturing is a concept that has become popular in recent years and as a successful strategy by producers who prepare them for a significant increase in performance has accepted.

In this environment, every organization should be simultaneous production of different products with short life expectancy, redesign of products, changes in production methods and responsiveness to change is effective. Take such capabilities, agile organization called. About the need for researchers organizational agility, grouped by different criteria and requirements have offered. Goldman *et al.* (1995) have developed four main strategic dimensions that focus on achieving agile capabilities competitiveness.

Enrich the customer is cooperation to increase competitiveness, organized for major changes and leverage the impact of information and individual (Goldman *et al.*, 1995). As, Youssef (1992) stated, agility, is integration only through the hierarchy of needs of customers in the framework of the organization's internal and external environments. This is achieved through an entire view of the advanced technology-oriented production process organization, together with their internal capabilities and information systems are achieved through the application of technology. Yusuf *et al.* (1999) enablers of agile manufacturing to integrity, competence, team building, technology, quality, development, participation, markets, education and welfare have expressed. Gunasekaran (1999) to produce agility, under the names of four basic elements of strategy, technology, systems and human resource considered. Results Beheshtifar and Roasaei (2012) showed that social intelligence can be used as a key factor in facilitating organizational effectiveness and leadership success to

be involved. According to the theory component (Nijholt *et al.*, 2009), the hypothesis examined in this study are as follows.

The main hypothesis: There is a relationship between social intelligence and agility of central municipality staff in the Isfahan City.

Sub-hypothesis: There is a relationship between the social skills and agility of central municipality staff in the Isfahan City. There is a relationship between the Social information processing and agility of central municipality staff in the Isfahan City. There is a relationship between the social awareness and agility of central municipality staff in the Isfahan City.

MATERIALS AND METHODS

This research, in terms of purpose is applied and field is going to analyze the relationship between variables, the correlation in terms of data collection (study design) is non-experimental or descriptive. The population consisted of of central municipality staff in the Isfahan City, including 384 with using Morgan table was estimated 181 and random sampling was used. Data collection tool to measure social intelligence was Tromso’s social intelligence questionnaire by Sivera and coauthors has prepared three areas of social intelligence including social information processing, social skills and social awareness measured. The questionnaire consists of 21 items. Martin and colleagues reliability coefficients for the subscales of social information processing, social skills and social awareness, 0.81, 0.86, 0.79, for a total 0.83 have estimated, Sharif and Zhang agility questionnaire. The questionnaire has 31 questions and 8 dimensions and after measuring the validity and reliability distributed among sample. The questionnaire using face validity was confirmed, to estimate the reliability Cronbach’s alpha was used and the reliability of the questionnaire by 0.81 and 0.78 estimated.

RESULTS AND DISCUSSION

There is a relationship between social intelligence and agility of central municipality staff in the Isfahan City. In this Table 1, the correlation coefficient and the determination coefficient between score of the staff’s social intelligence and agility determined that the correlation coefficient is 0.61 and coefficient of determination equal to 0.37, therefore, 37% of change of social intelligence to personnel agility is concerned. Fisher test statistic in the table is equal to 76.107 at the significance level of 0.000; thus, assuming a linear relationship between social intelligence and agility of staff is confirmed. In order to test the validity of the linear model based on the significance of the regression coefficients, t-test statistic used. Table 1 includes test statics and test fallible regression coefficients as well as 95% of them. The result: social intelligence affects employee’s agility. Based on the beta in Table 2 social intelligence, good predictors for agility of staff ($p < 0.5$).

Relationship between social intelligence and agile employees: In this tble the correlation coefficient and the determination coefficient between score of the staff’s social intelligence and agility determined that the correlation coefficient is 0.75 and coefficient of determination equal to 0.71, therefore 71% of change of information processing, social awareness, social skill to personnel agility is concerned. Fisher test statistic in the table is equal to 76.107 at the significance level of 0.000; thus, assuming a linear relationship between information processing, social awareness, social skill and agility of staff is confirmed. In order to test the validity of the linear model based on the significance of the regression coefficients, t-test statistic used.

Table 1 includes test statics and test fallible regression coefficients as well as 95% of them. The result: information processing, social awareness, social skill affects employee’s agility. Based on the beta in

Table 1: Summary results of regression testing the impact of social intelligence and agility of staff

Criterion variables	Statistical Indicators	Multiple correlation coefficient	Coefficient of determination	F-statics	Significance level	B	Beta	T-statics	Significance level
Agility	Competitive Intelligence	0.612	0.375	107.796	0.000	0.522	0.612	10.383	0.000

Table 2: Summary results of regression test simultaneously impact of social intelligence on staff agility

Criterion variables	Statistical Indicators	Multiple correlation coefficient	Coefficient of determination	F-statics	Significance level	B	Beta	T-statics	Significance level
Agility	Predictive variables					0.252	0.425	18.103	0.000
	Information Processing	0.755	0.712	613.556	0.000				
	Social awareness					0.264	0.465	18.150	0.000
	social skill					0.389	0.384	14.742	0.000

Table 1 information processing, social awareness, social skill are appropriate predictors for agility of staff ($p < 0.05$).

CONCLUSION

This study, aimed to investigate the relationship between social intelligence and staff's agility of central municipality of Isfahan city. The results suggest that there is a relationship between social intelligence and its dimensions (information processing, social awareness and social skills) with staff's agility and social awareness is a better predictor for agility of staff. One of the factors that also play a significant role in the success or failure of individuals is social intelligence as studies have shown that interactive social intelligence for growth and human development in all matters of life are used. Goleman also believes that though, IQ determines the scientific progress and professional success but its share of successes and social functions is <20%. He studies in the field of social intelligence provide a theoretical framework presented that a person skilled in the field of self-awareness, self-management, social awareness and organizing relations can be effective in improving his performance. The truth is that the ability to understand their emotions and recognize their impact on the situation or the others is appropriate behaviors and more rational decision making and effective employees and improve performance. That is easier careful evaluation of oneself is a measure affecting the performance of that person using the feedback mechanism as a behavioral modification.

Development of social intelligence requires high commitment to growth and individual development. Managers and employees who have high social intelligence are able to communicate easily with others and control their feelings with others. People with high social intelligence, with those of the past, age, culture had different social emotional performance are comfort and most importantly are able to make others feel comfortable and glad that we are on their side. Thus, the integration of knowledge management and disability management could

propel individuals toward achieving the effective and useful goal. In light of the results of this study, it is suggested to strengthen the study of the characteristics of agility staff; social intelligence and its components as well as identify and through workshops and in-service training. Staff in these areas informed and skilled specialists, provides the intelligence for development of programs written in all levels of the organization and develops properly.

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