

The effect of emotional intelligence (EI) on empowering the employees of *Mobin Petrochemical Company*

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Abstract: The present study aimed to investigate the effect of the emotional intelligence of managers on empowering employees. This study is a socio-metric study. The statistical community of the study is the size of 1310 of the employees of Petrochemical Company that according to Cochran's formula 297 of them were accidentally chosen to reply the questionnaire. In this research, two questionnaires of the emotional intelligence were used, *Weisinger* and *Spritzer's* empowerment. To assess the reliability of this study, *Cronbach's alpha coefficient* was used. *Cronbach's alpha* for the questionnaire of emotional intelligence is 0.94 and for the questionnaire of the employees' empowerment is 0.81. Multivariate regression coefficient and also the *Kolmogorov-Smirnov* test were used to assess normality towards procession and analysis the data from which collected. The results confirm the main hypothesis and five sub-hypotheses of the study.

Key words: Emotional intelligence (EI); Empowering the employees; Mobin Petrochemical Company

1. Introduction

In the formation and success of any organization, many elements and factors are involved; one of the most important factors is labor work that undoubtedly has a decisive role towards achieving the goals and objectives of the organization. Nowadays, with the environmental rapid developments in the arena of organizations such as the use of information technology and global networks, increasing competitiveness in the labor market access, services, and products from other countries, organizations has moved to reduce the labor work and increase the quality of the labor and creativity element and knowledge as the advantageous elements in the arena of competition has been proposed. All these factors together have caused increasing importance and necessity of the process of empowerment in organizations. The role of capable labor work in the development and growth of communities is so important that some scientists believe the most important asset of any organization are the employees' intellectual capabilities, skills and experiences and what makes creating and conducting of technology and manufacturing of products or service is indeed the capable, skillful and scientist labor work in today's speedy and transformative galaxy (*Khānalizādeh*, 1387: 3). Empowerment refers to increasing feelings of self-sufficiency among the staff members of an organization by identifying conditions that lead to a sense of powerlessness in them (*Ozaralli*, 2: 2003).

According to *Riggio* and *Richard's* point of views nowadays the changes in the workplace have made the organizations review their management systems in order to survive in the turbulent world, and empowering employees making it possible for organizations to be more competitive as the main topic related to leadership and management functions. Organizations need flexible policies to remain competitive and encourage the creativity and personal responsibility while allowing people to respond to a variety of conditions. Harley (1995: 8, quoted by *Noubari*, 29: 1387), knows that empowerment as the pivotal point of management and flexible and believes that from 1990s onwards empowerment issues, with a view to maximizing the potential of labor work began and on a thorough understanding by managers and employees can lead to releasing of creative energy and synergy in the environment of the organization.

Also the emotional intelligence of managers is as a personal attribute that can influence employees' empowerment. The aim of this study is to evaluate the effect of emotional intelligence of managers on the empowerment of the employees of *Mobin Petrochemical Company*.

2. The importance and necessity of research

Organizations today are under a lot of pressure influenced by factors such as the increase of global competition, rapid changes, the need for quality and after sales services and availability of limited resources and so forth. After many years of experience, the world has reached the conclusion that if an organization wants to be at the forefront of

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their work and economy and not fall behind the arena of competition, it must have skilled and creative labor work with high motivation. Human resources constitute the base of real wealth of an organization. There is a direct relationship between human capital and productivity in organizations. The major concern of the world's successful economic institutions is to gather educated and wisdom human capital that is able to change the organization where they belong to.

A successful organization is a set consisting of humans with organizational culture and common thought and goals that by group work in the flexible system of the organization hand over their experiences and knowledge with the love of ever-increasing progress of the organization to their management. (Abdullahi, 1384). So every person will feel ownership towards the organization and the task they do. Potential use of human resources is a huge advantage for any organization. In the individual productivity, the organization uses the one's set of talents and potential abilities to make it progress and by putting the potential forces and wondrous talents in actions towards development will cause one's progress and in the line with the organization. Therefore the need of achieving to the aims of organization is to manage effectively these valuable sources (Akrami, 1380). As organizations rise to deal with organizational challenges and take priority over continuous improvement, there is a greater need for support and commitment of employees. In this context, identification of factors influencing on empowerment is vital and these factors include training, teamwork, the use of participation, job enrichment, sense of responsibility, motivation, and so on (Irānzādeh, 1389). Besides these subjects, psychology researchers in the direction of empowerment of the employees applied the term of emotional intelligence. Mayer and Salovey (1997) believe the emotional intelligence is the ability to understand, express and precise evaluate of their own and others' emotions and also the ability to access and generate emotions and empower the staff.

Regarding to the value and importance of human resources as the main arteries of manufacturing the first operational task is providing labor work needed to achieve organizational goals. National Petrochemical Company has taken the steadfast steps to achieve the lofty aims of productivity as the leading and central development by the emphasis on policies and general politics of community and by recruiting expert forces has appropriate share in flourishing the national economics. Then the topic of employees' empowerment and factors affecting it including the emotional intelligence of managers has the upper importance in Petrochemical Company (Mobin).

3. The objectives of research

3.1. Main objective

To determine the effect of the emotional intelligence of managers on empowering employees of *Mobin* Petrochemical Company

3.2. Secondary objectives

1) To determine the rate of effect of consciousness of managers on empowering the employees of *Mobin* Petrochemical Company

2) To determine the rate of effect of controlling the emotions of managers on empowering the employees of *Mobin* Petrochemical Company

3) To determine the rate of effect of self-motivation of managers on empowering the employees of *Mobin* Petrochemical Company

4) To determine the rate of effect of good communications of managers on empowering the employees of *Mobin* Petrochemical Company

5) To determine the effect of directing the emotions of managers on empowering the employees of *Mobin* Petrochemical Company

4. Hypotheses of research

4.1. The main hypothesis

The emotional intelligence of managers has an impact on empowering the employees of *Mobin* Petrochemical Company

4.2. Secondary hypotheses

1) The rate of consciousness of managers has an effect on empowering the employees of *Mobin* Petrochemical Company

2) The rate of controlling the emotions of managers has an effect on empowering the employees of *Mobin* Petrochemical Company

3) The rate of self-motivation of managers has an effect on empowering the employees of *Mobin* Petrochemical Company

4) The rate of optimal communications of managers has an effect on empowering the employees of *Mobin* Petrochemical Company

5) The rate of directing the emotions of managers has an effect on empowering the employees of *Mobin* Petrochemical Company

5. The method of research

The method of this research is functional from the point of aims and essence and it is descriptive-survey from the point of collecting data in testing the hypotheses. Statistically the research is a survey, the field one, due to using the sample to generalize the findings to the society, and it is descriptive because of studying whatever it is; and for the results achieved via it could be used in empowering the employees is a functional kind.

5.1. The statistical community

The statistic populations of study consist of every staff and managers of *Mobin* Petrochemical Company that their number is about 1310 people. According to *kukran* formula 297 people of them were chosen by chance to answer to the questionnaire. By using *Kolmogorov-Smirnov* test the normality of the community were reviewed and the result of the test showed the normality of the community.

5.2. The assessment tool

Assessment tool is the means that by the help of it the researcher is able to collect his necessary information, to record and quantify them. In this study, for measuring individuals' emotional intelligence and its components, a questionnaire which is a standard questionnaire developed by *Hendrie Weisinger* who presented it in his book, "Emotional Intelligence at work", is used. Moreover, in order to collect data on employees' empowerment a questionnaire designed by *Spritzer* is used.

6. Validity and reliability of questionnaire

6.1. The Validity of questionnaire

In order to be sure of the trusty of validity, using face validity, the questionnaire was given to five professors and their revision ideas were considered

Table 1: The results of the Kolmogorov - Smirnov test in the sample

Number of data	Mean	standard deviation	Level of Significance (Sig)	Result of the test
298	3.6	0.48	0.62	H (confirmed)

Since the significance level of the test is higher than 0.05, the claim of normality of the questionnaire has been accepted.

7.3. Hypotheses testing of the study

Two sub-indexes of critical value and P are used for the significance test of hypotheses. Critical value is the value achieved by the result of dividing the "regression weight estimation" to "standard error". According to 0.05 of significance level, the critical

in the final version translation and design of questionnaire. To assess the reliability of this study, Cronbach's alpha coefficient was used. Cronbach's alpha for the questionnaire of the emotional intelligence is 0.94 and for the questionnaire of the employees' empowerment of *Spritzer* is 0.81.

7. Statistical methods used

In this study, the spss software is used to process and analyze the data collected. In the section related to inferential statistics multivariate, regression coefficient is used; and also the Kolmogorov-Smirnov testing is used to assess normality.

7.1. Kolmogorov - Smirnov Testing

The distribution (normal, uniform, Poisson and exponential) of values of a quantitative variance can be examined by using the Kolmogorov - Smirnov test. The test is used to assess the normality of the questions of the questionnaire in the current research so that in case of the value is true it can be feasible to use the parametric statistical test and also the method of maximum likelihood estimation in structural equation. There are the results of the test in Table 1.

value should be greater than 1.96. Lower than this value, the parameter of the model does not count important and also the smaller quantities of 0.05 for the value P indicates the significant difference of the value measured for the regression weights with the value of zero in confidence level of 0.95. Four hypotheses with regression coefficient and values of sub-indexes are in Table 2.

Table 2: Regression coefficients (The results of hypotheses testing)

Hypothesis No.	Hypothesis	Regression coefficient	Critical value	P	Result
Main	Emotional in telligence of managers → Empowerment of the employees	0.58	6.11	***	Confirmed
1	consciousness of managers → Empowerment of the employees	0.75	7.24	***	Confirmed
2	controlling the emotions of managers → Empowerment of the employees	0.86	7.42	***	Confirmed
3	self-motivation of managers → Empowerment of the employees	0.81	7.33	***	Confirmed
4	communications of managers → Empowerment of the employees	0.64	5.78	***	Confirmed
4	directing the emotions of managers → Empowerment of the employees	0.71	6.53	***	Confirmed

***P<0.001

The main hypothesis: The emotional intelligence of managers of *Mobin* Petrochemical

Company has an impact on empowering the employees.

The regression coefficient of the hypothesis is 58 per cent which indicates the confirmation of it and also the value of P of the hypothesis is smaller than 0.0001 which shows another witness of confirmation of it. Therefore with confidence of 0.99 it could be said that the emotional intelligence of managers of *Mobin* Petrochemical Company has an impact on empowering the employees.

The first sub-hypothesis: The rate of consciousness of managers of *Mobin* Petrochemical Company has an impact on empowering the employees.

The standardized regression coefficient is 0.75 for the hypothesis which is smaller than 0.001 of the value of P of the regression coefficient. It could be concluded that the hypothesis is accepted with the confidence of 0.99. In other words it could be stated that with the confidence of 0.99 the rate of consciousness of managers of *Mobin* Petrochemical Company has an impact on empowering the employees.

Second hypothesis: The rate of controlling the emotions of managers of *Mobin* Petrochemical Company has an impact on empowering the employees.

The regression coefficient of the hypothesis is 86 per cent which indicates the confirmation of it and also the value of P of the hypothesis is smaller than 0.001 which shows another witness of confirmation of it. Hence with the confidence of 0.99 it could be said that controlling the emotions of managers of *Mobin* Petrochemical Company has an impact on empowering the employees.

Third hypothesis: The rate of self-motivation of managers of *Mobin* Petrochemical Company has an impact on empowering the employees.

The coefficient of effect of the hypothesis is 0.81. Also the value of P of it is less than 0.001 that briefly it could be said that the regression coefficient of the hypothesis with the value of zero has a significant different, therefore, the hypothesis is confirmed with the confidence of 0.99 and it could be expressed that the rate of self-motivation of managers of *Mobin* Petrochemical Company has an impact on empowering the employees.

Fourth hypothesis: The rate of optimal communications of managers of *Mobin* Petrochemical Company has an impact on empowering the employees.

The standardized regression coefficient is 0.75 for the hypothesis which is smaller than 0.001 of the value of P of the regression coefficient. It could be concluded that the hypothesis is accepted with the confidence of 0.99. In other words it could be stated that with the confidence of 0.99 the rate of optimal communications of managers of *Mobin* Petrochemical Company has an impact on empowering the employees.

Fifth hypothesis: The rate of directing the emotions of managers of *Mobin* Petrochemical Company has an impact on empowering the employees.

The coefficient of effect of the hypothesis is 0.71. Also the value of P of it is less than 0.001 that briefly it could be said that the regression coefficient of the hypothesis with the value of zero has a significant different, therefore, the hypothesis is confirmed with the confidence of 0.99 and it could be expressed that the rate of directing the emotions of managers of *Mobin* Petrochemical Company has an impact on empowering the employees.

8. Conclusion

In this study, the relationship and impact of emotional intelligence of managers on empowering the employees was evaluated. In the first part, the relationship and the impact of emotional intelligence of managers as an independent variable in empowering the employees as a dependent variable were measured. The analyses done by the methods of inferential statistics indicated that the emotional intelligence has a positive and significant relationship and impact on empowering the employees, therefore the main hypothesis of the study was improved. In continuation, in order to test the minor hypotheses of the study the effect of the components of the emotional intelligence as five variables of independent on empowering the employees as dependent variable was compared separately. The findings of study suggested that the components of the emotional intelligence of managers on empowering the employees have a significant impact, the positive one at that. This result to some extent made a kind of confusion in the results of the study. By reviewing the measure of correlation of the components of the emotional intelligence, it was observed the components of the emotional intelligence are of the higher correlation coefficient among themselves, and in conclusion it is not feasible to analyze and check them separately due to the high correlation of the factors of the emotional intelligence. Hence it could be concluded that these components should be considered generally and altogether and their improvement should be done in a parallel way so that the positive impact towards the improvement of empowering the employees would be achieved out of it. This indicates that there are the components and other factors apart from the emotional intelligence which have an impact on the employees' empowerment.

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