

The Effect of Social Intelligence on Employees Job Performance in Health Network of Bileh Savar

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Abstract: The intelligence phenomenon is the most prominent human mental powers that make him adaptable to the environment. The term intelligence defines the quality of an abstract and invisible phenomenon. In other words, intelligence is a term used to represent a non-physical variable that can only be interpreted through its properties. Social intelligence can change fanaticism and conflicts through leading people's understanding towards their common goals. Each organization's performance is subject to the performance of its employees and managers, opportunities, resources and facilities, environmental systems and other organizations. The research method in this study is survey. The statistical population of the study consisted of 210 managers and employees of the health care network of Bileh Savar. Crowne social intelligence Inventory (2007) was used to measure social intelligence. The results of this study showed that the relationship between the social intelligence and job performance of the staff is significant at 0.01 (Sigg= 0.000>0.01). For this reason, it can be concluded with 95% confidence that there is a significant relationship between social intelligence and employee job performance in the health care network of Bileh Savar.

Keywords: Social intelligence, Employee job performance, Crowne's Inventory

Introduction

The intelligence phenomenon is the most prominent human mental powers that make him adaptable to the environment. The term intelligence defines an abstract and invisible phenomenon. In other words, intelligence is a term used to represent a non-physical variable that can only be interpreted through its properties. According to the pattern of intelligence structure, educational strategies can be developed to strengthen meta-cognitive skills (Kianpour et al., 2012).

Understanding individual performance is a critical concern for every employee; however understanding unit performance is a vital concern for any manager (Cole Koit et al., 2012). Job performance is closely related to organizational performance and it measures the role of individual efforts and behaviors in achieving organizational goals. Job performance is in fact the rate of return generated by an individual's employment in the organization in terms of service and production, which is influenced by two factors i.e. the ability of employees to carry out their duties and their motivation because if the individuals have the necessary abilities and motivation, they will perform their job right (Mohammadi et al., 2011). Job performance as the expected overall value of each organization is an indicator for determining the level of productivity. At present, one of the main problems of organizations is the low level of job performance and employee turnover, especially the highly skilled and highly skilled staff, which cause irreparable damage to the organization (Piriayi et al., 2013).

The intelligence problem as a fundamental feature that causes individual differences among humans has been considered from the beginning of written history of human life. However, from the beginning of the study of intelligence, its cognitive aspects such as memory, problem solving and thinking are emphasized; however, today the individual's ability to succeed and adapt to life are considered along with the non-cognitive dimensions of intelligence, namely emotional, personal or social aspects (Wong and Law, 2003). Social intelligence is the ability to establish interpersonal relationships and collaborate with others in a group, utilizing the thinking and body power to communicate with others and understand them better and developing of interpersonal and friendly behavior with others. In fact, establishing healthy relationships or the "policy of making a relationship" is a special power that is called social intelligence (Boozan, 2002: 3). Social intelligence is closely associated with concepts such as competence and social skills and has a close connection with the concepts of emotional and interpersonal intelligence (Bjorkqvist & Osterman, 2000; Weis & Sub, 2007).

Social intelligence can change fanaticism and conflicts through leading people's understanding towards their common goals. The initial understanding of social intelligence is possible as a combination of skills learned behaviors and then determining the effect of one's behavior on others (Asgari et al., 2013). One of the main problems in the study of social intelligence is that researchers have defined this structure in many ways over many years (e.g. Barnez & Sternberg, 1989; Ford and Tisak, 1983; Kiting, 1987). Some of these definitions emphasize the cognitive components i.e. the ability to understand other people (Barnez & Sternberg, 1978) and others refer to behavioral components such as the ability to engage successfully with other people (Ford and Tisak, 1983). Some also emphasize the psychometric foundations and measure social intelligence along the ability to perform well in tests

that measure social skills (Kiting, 1987). The second problem is associated with different aspects of social intelligence (Goleman, 2006).

The final problem in social intelligence studies is related to measuring its structure. Different scales have been used to measure social intelligence. The primary scales are focused on its cognitive aspects. Later, scales have been developed based on others' assessments and judgments (teachers, parents, and...) interpretation of video images and...(Dogan and Çetin, 2009)

The concept of performance

Each organization's performance is subject to the performance of its employees and managers, opportunities, resources and facilities, environmental systems and other organizations. The employee's performance is also dependent on individual variables (mental and psychological skills and abilities and life background), psychological variables (perception, attitude, personality, learning, motivation) and organizational variables (leadership resources, payments, structure, and business plan) (Dollan & Scholler, 2002).

On the other hand, the greatest helplessness of a person is the inability to achieve cooperation and understanding with others (Hersey and Blanchard, 2003). In the new approach, teamwork management and collaboration with other managers are important (Prado, 2006 quoted in Miller, 1999).

Hosseinzadeh Ghasem Abad et al (2013) in the study of the effect of social intelligence on social interactions of managers concluded that the positive component of social intelligence explains about 5.2% of the variance in quality of life. The positive emotion component of social intelligence explains about 5.9% of the variance in job performance and components of social intelligence (positive and negative emotions) explain about 6.1% of the quality of life variance.

Hosseini Nasab et al. (2011), in a research study on the relationship between the basic psychological needs and social intelligence of girls and boys, concluded that increasing satisfaction with the need for autonomy and competence is associated with social intelligence; however, satisfaction with the need for dependence did not show any relationship with social intelligence.

Nouraei and Saei Orosi (2010) in a study titled "the effect of emotional intelligence on academic performance of faculty members" (case study of district 2 of Islamic Azad University) concluded that there is a significant relationship between self-awareness, self-management, social awareness and ability to organize the faculty members' relationships and their academic performance.

Rezaei and Khalilzadeh (2009) in examining the "relationship between managers' social intelligence and job satisfaction of school teachers" concluded that there is a positive and significant relationship between managers' social intelligence and teachers' job satisfaction. Among the three components of social intelligence, social skills and social information processing are the best predictors of job satisfaction.

Demirel et al. (2012) in a research entitled "the effect of multiple intelligences on entrepreneurship" found that there is a significant relationship between multiple intelligences and new entrepreneurial ideas.

In a study entitled "Investigating the relationship between social intelligence and its dimensions and life satisfaction", Mehrabizadeh Monaravand et al. (2014) concluded that there is a positive and significant relationship between social intelligence and its components with life satisfaction. Moreover, the results of regression analysis showed that among the components of social intelligence, only the dimensions of social skills can predict life satisfaction.

The purpose of this research is to investigate the relationship between social intelligence and employee job performance in the health network of Bileh Savar. Considering previous studies and the fact that the component of social intelligence is of great importance in the performance of individuals, performing this research seems necessary.

Research method

The research method in this study is survey. Survey method is one of the most commonly used methods in social science research. Survey is defined as collecting data as a guide to describe, predict or analyze the relationships between some variables. Scientific research is divided into three categories based on the objective: fundamental, applied and developmental research. The goal is to develop knowledge and application in a particular context, in other words, applied research is directed towards the scientific use of knowledge. This research is applied in terms of its purpose, survey type in data collection and correlational based on data analysis.

Stages of survey

The various stages of surveys are as follows:

- 1- Study of the relevant books and journals and interviews with experienced people;
- 2- Formulating the hypothesis and designing the research method

- 3- Designing the techniques and methods required for research, implementation of the preliminary design and resolving the shortcomings of research tools
- 4- Choosing individuals and samples to be surveyed
- 5- Fieldwork and collecting and receiving information and data
- 6- Statistical analysis
- 7- Collecting the results and testing the hypotheses
- 8- Analyzing the results and writing the research

In this research, the relationship between variables was analyzed based on the purpose of the research. As the research method is descriptive, correlational and survey, the purpose of correlation in this research is to predict dependent variables based on independent variables. The statistical population of the study consisted of 210 managers and employees of the health care network of Bileh Savar. To determine the sample size, the Cochran formula (Rahimi et al., 2011) was used to determine the sample size.

$$1) \text{ Cochran formula} = n = \frac{N(z_{\alpha})^2 pq}{d^2(N-1) + \frac{(z_{\alpha})^2 pq}{2}}$$

Where:

N is the study population

Z = t: The variable size in natural distribution the value of which is 1.96

p is the percentage of people with the studied trait

q is the percentage of people without the studied trait

d is the difference between the true ratio of the trait and the estimated amount for that trait in the population the maximum ratio of which is up to 0.05 and the sampling accuracy depends on it.

Given that the standard deviation is not known, it is possible to give the values of 0.3 and 0.7 to p and q, or 0.5 to each (Rahimi et al., 2011). In the present study, the values of 0.5 and 0.5 are considered.

$$n = \frac{210(1.96)^2 0.5 * 0.5}{(0.05)^2 (210 - 1) + (1.96)^2 * 0.5 * 0.5} \cong 136$$

The right sample size for the present study was determined by Cochran sampling formula as 136 people based on which 134 questionnaires are collected and analyzed.

Sampling method: Simple random sampling method was used for sampling.

The required data for the present study are collected by descriptive-survey method and since the research was applied in terms of purpose, a questionnaire was used to collect data. Crowne social intelligence Inventory (2007) was used to measure social intelligence. This questionnaire consisted of 20 questions that 7, 7 and 6 question of which are allocated to measure social information processing, social skills and social awareness. The items are based on the 5-point scale of totally agree=5, agree=4, neutral=3, disagree=2 and totally disagree=1. Generally, the scale and each of its dimensions acquire a score; therefore, the maximum score is 5 and the minimum one is 1 in the scale. To assess the employee job performance, the 11-item and 5-point job performance scale (totally agree, agree, neutral, disagree and totally disagree) of Cole Koit translated by Feizi et al (2012) is used. Since three standard questionnaires are used in this research and the validity of the journals has already been confirmed by other researchers, there is no need for validation.

Cronbach's alpha test is used to determine the reliability of the questionnaire. To obtain the Cronbach's alpha coefficient, 30 questionnaires are prepared and distributed among the statistical population. After collecting the questionnaires, using the SPSS software, the Cronbach's alpha coefficient of the total questionnaire and each of its dimensions are calculated. The Cronbach's alpha coefficient exceeding 0.7 indicates the reliability of the questionnaire. According to the questionnaires' coefficients (greater than 0.7), it can be said that the questionnaires have acceptable reliability.

Results

Before examining the hypothesis, the normality of research variables is addressed. In this regard, the widely used Kolmogorov-Smirnov test is applied.

Table (1): Kolmogorov-Smirnov test for research variables

Variable	Statistic	Level of significance	Result
social intelligence	0.622	0.834	Normal
Employee job performance	0.818	0.516	Normal

Considering that the significance level is more than 0.05, the corresponding variable is normal and in this case, the parametric tests can be used.

Research hypothesis: There is a significant relationship between social intelligence and job performance of the employees in health network of Bileh Savar. Pearson correlation test was used to analyze the research hypothesis according to the results of the Kolmogorov-Smirnov test.

Table 2: Correlation coefficient significance test

Independent variable	The dependent variable	N	r stat	P-value	Level of significance	Results
Information processing	Employee job performance	134	0.323	0.01	0.000	Hypothesis confirmed
social	Employee job performance	134	0.197	0.05	0.022	Hypothesis confirmed
Social skills	Employee job performance	134	0.407	0.01	0.000	Hypothesis confirmed
Social awareness	Employee job performance	134	0.414	0.01	0.000	Hypothesis confirmed

According to the results of the above table, the level of significance in the relationship between social information processing and employee performance is 0.000, which is more than the P-value=0.01 and indicates the existence of the relationship. In addition, the level of significance in the relationship between social awareness and employee job performance is 0.022, which is more than P-value=0.05 and shows the existence of the relationship with 95% confidence. Moreover, the level of significance in the relationship between social awareness and employee job performance is 0.000 which is more than P-value=0.01 and shows the existence of the relationship with 99% confidence. Finally, the level of significance in the relationship between social intelligence and employee job performance is less than 0.01 (Sig =0.000>0.01). For this reason, it can be concluded with 95% confidence that there is a significant relationship between social intelligence and employee job performance in the health care network of Bile Savar.

Discussion and conclusion

In this study, the effect of social intelligence was assessed on employee job performance using a 5-point Likert scale. The sample size was estimated to be 134 by Cochran method and the simple sampling method was applied. The questionnaire was distributed, collected, and analyzed. The validity of the questionnaire was strengthened by obtaining counseling in this regard and its reliability was confirmed by Cronbach's alpha coefficient and retest. To analyze the data, descriptive statistics for categorizing and preparing charts and frequency tables. Then, the research hypothesis was analyzed using the inferential statistics. Pearson multiple correlation method was used to analyze the hypotheses.

The results of the analysis of Kolmogorov-Smirnov test showed that the significance level of the variables was more than 0.05; therefore, all of the studied variables follow the normal distribution and the use of parametric statistics is necessary and sufficient.

In recent years, social intelligence has not been much addressed, and social psychologists have considerably neglected it. An exception result was provided by Mayer and Salovey (1990) about social intelligence. They believed that in the absence of emotional intelligence, social intelligence could be replaced in the triple order. Social neuroscience has seriously stated that the time has come to revive social and emotional intelligence. The rethinking of social intelligence must undoubtedly be accompanied by rethinking about social mind and the very high importance of human relationships that are often neglected should be taken into account. Thorndike first used the term collective or social intelligence to explain human behavior. Social intelligence is the ability to establish interpersonal relationships and collaborate with others in a group, utilizing the thinking and body power to communicate with others and understand them better and developing of interpersonal and friendly behavior with others. Social intelligence is a special feature that is the cause of our success in social communication and is not achieved through education or study. In fact, establishing healthy relationships or the "policy of making a relationship" is a special power.

Goodarzi (2005), a faculty member of the Iranian Academy of Sciences said about the role of intelligence in improving the performance of managers: those who have high social intelligence should be able to use all their physical and thinking powers to be able to communicate effectively with others. Social intelligence is the art of concealing in conflicts and negotiations among all social groups

especially managers. Given the relationship between the studied variables, the following suggestions are presented to strengthen this relationship in line with the organizational goals:

- On this basis, it is suggested to the health system managers to consider social intelligence and professional knowledge when hiring managers and staff. It is also suggested to the authorities to provide the ground to use and exchange experiences and information of successful managers for the use of other workers with sharing knowledge and information with other managers.
- Research findings have made practical proposals for the researcher. Based on the results, managers are the most important factor in attracting financial resources for the organization. Therefore, job appointments and promotion should offer a systematic process for selecting and preparing the best and most qualified people for key and sensitive positions so that the existing work force is evaluated, the most capable people are identified and become prepared for management positions. In this regard, it is proposed to establish a database to rank people for their preparation and training when needed and appoint the most qualified people for management positions.
- It is also suggested to the authorities to hold training sessions on social intelligence techniques for the managers.
- The organizational atmosphere should provide cooperation and intimacy for teamwork of managers and sharing of experiences.
- Imitating the positive actions of successful managers would not be sign of weakness and constructive imitation should be institutionalized.
- The ability to predict the behavior of others in should be strengthened the health network managers.

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