Studying the relationship of staffs’ emotional intelligence with their communication skills in branches of Mehr Eqtesad Bank in West Azerbaijan and Kurdistan Provinces

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ABSTRACT

The aim of current research is studying the relationship of staffs’ emotional intelligence with their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan provinces. Independent variable in this research is emotional intelligence and dependent variable is staffs’ communication skills. Emotional intelligence has been considered based on Daniel Coleman’s theory in four dimensions including self- awareness, self- management, social awareness and relations management and communication skills based on Burton theory include effective speech skills, feedback skills and auditory skills. There are a main hypothesis and four subsidiary hypotheses. Statistical universe of current research is the staffs of Mehr Eqtesad bank in West Azerbaijan and Kurdistan that are 108 people. The full counting method has been used for selecting statistical sample. The tools of collecting data are a questionnaire that has been set due to operational definition of emotional intelligence and communication skills and was given to subjects after studying its validity and reliability. Cronbakh Alpha method has been used for testing reliability of questionnaire. Based on this method and using SPSS statistical software, test reliability rate and reliability rate of communication skills and emotional intelligence questions were 84% and 89% respectively. Questionnaires were collected, information were summarized, classified and analyzed with using descriptive and inferential statistics (Pearson r correlation test). The results indicate that there is a significant (meaningful) relation between staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

Keywords: Emotional Intelligence, Communication Skills, Self- Awareness, Self- Management, Social Awareness, Relations Management.

INTRODUCTION

Today, organizations have found that they need to change their attitude towards human sources and adjust relations among manager and staff and worker for achieving their goals. A manager isn’t a person any more
that decides alone and expects others to obey his/her orders. An organization is composed of subjects that interact to each other. So not paying attention to organization’s psychological space, the lack of attention to individual differences, interpersonal relations, not dominating on self emotions and excitement, not controlling and managing self emotions and others, not paying attention subjects’ participation in decision making, not listening to opposite utterance and not accepting proliferation in organization endanger organizational interests (profits). It seems that the cause of universal attention and interest to emotional intelligence is that it has been dealt to all aspects of humans, social and interpersonal skills in achieving organization goals and persuasion of useful interaction in work place in this procedure. The researches show that a manager or expert that has high empathetic coefficient and is technically experienced; he/she deals to solve new confictions, organizational and group weaknesses and existing shortage, ambiguity in communications, mutual relations defection and secrets that are valuable, with readiness and more skills and faster than others (Azizi 1377). In past years, psychologists were searching to respond this question why many people fail in their works in spite of having high cognitive intelligence and others with emotional intelligence success in their own attempts (Goleman 1995). It is defined based on researches that cognitive intelligence cannot show people’s whole intelligence; it can’t be an enough guaranty for safety, satisfaction and living. Psychologists have defined emotional intelligence after many researches and studies and have emphasized on its effect on subjects’ success for many times. We deal to studying the relation of staffs’ emotional intelligence with their communication skills in branches of Mehr Eqtesad bank in west Azerbaijan and Kurdistan and find answers to the questions in this research.

**Literature and research framework**

Lionel applied emotional intelligence in German language in 1966. The results of his research about women that couldn’t afford their social roles and duties show that these women lived apart their mothers in childhood. He prescribed LSD for curing patients that had low level of emotional intelligence. The first educational use of emotional intelligence was applied by one of humanity students in America called Vine Paine in 1989 but Mayer and Salovey developed it in 1990. They defined emotional intelligence as an ability to identify own feelings and other feelings, distinguish them and using information for guiding thoughts and excitement in an essay that was published by these two researchers in 1990. In 1983, Gardner express in a book tittles Mind Frameworks that we need some capabilities for achieving success and prosperity that can be summarized into seven characterizations as follow:

Two kinds of scientific capabilities including language skills (speech intelligence) and mathematics- logical ability (mathematics- logical intelligence), visualization power (spatial intelligence), talent in mobility and motion (physical-motion intelligence), musical talent (musical intelligence), interpersonal skill (interpersonal intelligence) and intrapersonal skills (intrapersonal intelligence). The last two characterizations are called individual intelligence. According to Gardner, emotional intelligence is composed of two components: interpersonal intelligence and intrapersonal intelligence. Intrapersonal intelligence indicates subject awareness of his/her feelings, expressing personal believes and feelings and self- respect and defining innate talents, being independent in doing works and the rate of person dominance on his/her feelings. Interpersonal intelligence refers to ability to understand others and wants to know what to motivate humans, how they act and how to corporate with them. According to Gardner, successful sellers, politicians, teachers, clinical physicians and religious leaders have high interpersonal intelligence.

On the other hand, effective relations among various components of an organization are key elements of staff success. Barnard says: providing a communication system is one of three executive duties for surviving an organization. Benis and Nansen (2014) suggested that providing meaning through communications is one of four guidelines of leadership. Effective relation with staffs and understanding their motivations will cause management success in performing leadership duties, guidance and so on. Correct communication (relation) is a way that different subjects can achieve mutual perception. Every manager in an organization should clearly pose subjects for staffs through recordings, speeches and lectures so that he/ she can achieve success in establishing effective relation. Communication (information exchange and meaning transfer) enables staffs to interact with each other. Organization is a sample of communication network because there is a correlation between different components. In other words, if there isn’t any communication system, organization is a set of single and sparse components that there isn’t any correlation among them for achieving specific goals (Eqqtedari 1370). In a period that every moment is changing wonderfully, communication has the most importance. The results show that 75% of our daily time spends with communications with others. Communication is a set of skills. The most important thing is to understand others’ point of views and inferring his/her own point of views. So every body’s quality of life depends on the quality of his/her communications with others. For example, we have equal opportunities in work place but those who access success and progress and acquire respect, authority and dignity that have utterance (speech power),
The importance of research

Today, organizations have found that they need change their attitude towards human sources and adjust their relations among manager and staff and worker for achieving their goals. A manager isn’t a person any more that decides alone and expects others to obey his/her orders. An organization is composed of subjects that interact to each other. So not paying attention to organization psychological space, the lack of attention to individual differences, interpersonal relations, not dominating on self emotions and excitements, not controlling and managing self emotions and others, not paying attention to participate subjects (staff) in decision making, not listening to opposite utterance and not accepting proliferation in organization endanger organizational interests. It seems that the cause of universal attention and interest to emotional intelligence is that it has dealt to all aspects of humans, social and interpersonal skills in achieving organization goals and persuading useful interaction in work place. Banking is the main element of each economic. It is an industry that customers have key role. With emerging private banks at 10 years ago, paying attention to customers’ needs has been the main concern of bank managers. The expense of accessing a new customer is more than maintaining old customers (6 times) and an unsatisfied customer transfers his/her dissatisfaction to 8 - 10 people. With increasing the rate of maintaining customers (5%), 85% will be added to company profit. The role and importance of customers in companies and banks due to their direct effect on bank growth and survival in market and acquiring profits have caused that the necessity of achieving to customer’s satisfaction is understood and accepted and all banks have tendency to customer and all their activities are towards attracting customer and achieving his/her satisfaction. It is logical where there is human, psychology science should exist. Issues such as the principle of establishing communication at work, creating motives, resisting against change, recognizing others, defining goals, reducing stress and managing motions are subjects that psychologists paid more attention to them. Emotional intelligence is ability to understand own feelings and emotions and others’ so that one can create an effective communication with people using them. In work place, emotional intelligence has an important role in having desirable function than other capabilities such as IQ or technical skills. Dr. Daniel Goleman believes that emotional intelligence has many applications in all levels of organization. The importance of above is that in one hand, there are empathy, emotional reactions and good human relations, on the other hand, tension and disagreements are observed. If they are identified and analyzed suitably, we will have
gleeful organization and staffs with high operation in future. Based on this, if educational managers of society have enough emotional intelligence and communicational skills in spite of knowledge and experience, they can communicate correctly with followers and minimize existing conflicts in organization with increasing collaboration morale and creating motivation in them and achieve organization goals with less cost and increase education utilization. Now days, communication with others is the most important and valuable part of every organization. The basis of success in attracting customer is establishing suitable communication. Communication skills are one of the effective factors in Mehr Eqtesad bank. We have equal opportunities in work place but those who access progress and success that have communication skills. These people have good enouncement (speech) power, announce him/her correctly and communicate with corporate, followers and so on in different conditions. Some staffs apply communication skills so effective that their personality can attracts others as a magnet. Managers and staffs’ communication skills and desirable human relations cause creating plausible and positive feelings in customers. It has been dealt to staffs’ emotional intelligence relationship with their communicational skills in Mehr Eqtesad bank branches in West Azerbaijan and Kurdistan in this research. Since there are few researches in this respect, this issue increases its importance.

Research history

Internal history

Mortazavie Nasieri (1370) has acquired the following results in a research titled “studying organizational formal communications in education departments in Esfahan and Mashhad”:
1. Communication volume in education departments isn’t affected by social environment in spite of similarities in organizational structure.
2. Using different forms of communication and establishing communication by subjects isn’t different due social change.
3. Accepting and acting according to massages in these departments are affected by social change.
4. Media and communication tools and using them don’t change under effect of social conditions.
Mehraban (1379) did a study titled “recognizing the relationship of managers’ communication skills and organizational commitment of high school teachers with emphasized on teachers’ point of view”. Statistical universe included managers and teachers of high school in Mashhad region 6. The following results were acquired in this research:
- There is a meaningful relation between managers’ communication skills and teachers’ organizational commitment.
- There is a meaningful relation between managers’ speech skills and teachers’ organizational commitment.
- There is a meaningful relation between managers’ effective auditory skills and teachers’ organizational commitment.
- There is a meaningful relation between managers’ feedback skills and teachers’ organizational commitment.
- There isn’t any significant difference between managers’ communication skills based on educational field.

Fifth hypothesis wasn’t confirmed in this research.
Zareh (1380) dealt to studying the ability to anticipate emotional intelligence in educational success in a research titled “studying the share of emotional intelligence in educational success”. He achieved the following results:
- There is a meaningful correlation between emotional intelligence and educational success.
- There is a meaningful correlation between emotional intelligence and cognitive intelligence.
- There wasn’t any significant difference between boys and girls in total mark of load emotional intelligence.
- Girls were acquired more score in interpersonal relations and empathy scales.
- Boy were acquired more score than girls in pressure tolerance scales.
Mansouri (1381) did a research as “finding norms of Siberia shriving emotional intelligence test for M. A students of math and humanity science in Tehran universities”. The results are as follow:
- The relation of emotional intelligence with educational progress is positive and significant.
- The rate of emotional intelligence increases with people’s age increment.
- There is a significant difference between the average of boy and girl students’ emotional intelligence in test total mark, self awareness component, self-controlling and social awareness.
- There isn’t any significant difference between average boys’ and girls’ mark in social skills and self-motivate components.
- There isn’t any significant difference between the mark of math and humanity science girl students’ emotional intelligence.
Ashkan (1382) has done a research as “studying the relationship between managers’ empathetic interest and management style and their conflicts. Statistical universe in this research includes all managers that taught in guidance school, high school and pre-university schools at 1379-1380. The results show that there is a positive
correlation between empathetic interest and corporate style and avoidance style, there is a negative correlation between empathetic interest and self-sacrifice and comparative style and it wasn’t observed any significant correlation between the rate of IQ and managers’ work history. The results were meaningful with 99 percent confidence but there wasn’t any significant correlation between empathetic interest and compromise style. On the other hand, it wasn’t observed any significant difference between empathetic interest of managers in guidance and high school and there was a significant difference between management style of managers’ conflict in guidance and high school in compromise style. The difference in other styles wasn’t meaningful.

Joobar (1384) acquired the following results in a research titled “comparing empathetic intelligence among managers’ triple levels of country planning and management organization and subordinated organizations”: the situation of empathetic intelligence is different among different levels and there are differences among self-awareness, self arrangement (self order) and stimuli dimensions of managers but there wasn’t any difference between managers in social skill and sympathy.

Rahmani Hakim Beigi (1385) was achieved the following results in a research as “studying and comparing empathetic intelligence abilities in promoting staffs’ services presentation in country banking system (Tejarat and Karafarin bank):

This research has dealt to studying and comparative evaluating empathetic intelligence abilities in promoting staffs’ services presentation in country banking system. Tejarat and Karafarin banks were selected as samples of private and governmental banks. Research sample included 96 staffs. T test was used for analyzing the answers of questionnaire questions. The results show that empathetic intelligence of Karafarin bank staffs was more than empathetic intelligence of Tejarat bank staffs.

Nejati (1386) in a research called “studying the relationship of empathetic intelligence and efficacy of Tehran schools managers was achieved this result that managers who have high empathetic intelligence have more efficacy in their works.

Foreign history

Goleman (1998) believes that people who have high emotional intelligence can communicate better. There people are good concomitants in group works and this is because of their developed social skills. Some studies have shown that selecting staffs based on emotional intelligence creates better results in comparing with traditional methods that rely on cognitive abilities and technical knowledge (Goleman 1998). Many studies have dealt to studying the relationship of professional and organizational variables (as professional satisfaction, commitment and so on) in communication with each other or in communication with demographic characteristics or personality features but recently, researchers paid attention to emotional intelligence concept as an effective factor on organizational and professional variables.

Goleman (2000) considers empathetic intelligence as a skill that everyone who has this skill can control his/her own temperaments and improve self-management with acquiring self-awareness and through management, treat in a way that promote his/her own and others temperaments (morale). Empathetic intelligence is individual ability to manage feelings, sympathy with others and suitable action in emotional relations.

Smigla and Pastoria (2008) have reached this result that empathetic intelligence skills allow people to think better in hard conditions and prevent wasting time through feeling such as fear, anger and anxiety. People who have high empathetic intelligence compromise with others better and don’t allow anxiety to prevent them from solving problem. Such people have a true and sincere view towards others. They calm their mind easily and fast so they open a way for internal insight and creative ideas.

Wezingar (2010) resulted that people who have high empathetic intelligence use their emotions so that they can guide their thought and behavior for achieving the goal. According to him, it is possible to use empathetic intelligence in work place and has high importance. He refers to this point that empathetic intelligence can be grown and developed. Empathetic isn’t a property that people have or don’t have but it can be enforced by training and practicing skills and capabilities that increase empathetic intelligence.

Chernis (2011) claims that emotional intelligent capabilities are necessary for succeeding in many jobs and many people enter work force without having necessary capabilities so there should be a location for evaluating and adjusting emotional intelligence capabilities in work place. He resulted that a happy and satisfied staff is a better staff and causes productivity while previous generations see their jobs as an income source, today’s staffs expect more things from their jobs.

Mayer and Salovey (2013) consider empathetic intelligence as ability to evaluating, expressing and adjusting own and others empathy as well as effective use of it. As a job is more complicated, empathetic intelligence becomes more importance.

Noka and Ahayozo (2014) evaluated the effect of empathetic intelligence on organizations’ efficiency in a research in Nigeria. The aim of this research was studying the relationship between empathetic intelligence dimensions and Nigeria organizations efficiency. Empathetic intelligence dimensions in this research included: self-awareness, social awareness, relation management and self-management. The sample
Social awareness (sympathy): understanding feelings and their different aspects in others, talent for being exact in others feelings and the ability to read their unexplainable massages.

Relations management: the ability to manage his/her own relations with others and communicate with people.

### RESEARCH METHODOLOGY

The current research is metrical (measuring) from aspect of method and operational from aspect of goal. Statistical universe of current research is the staff of Mehr Eqtesad bank in West Azerbaijan and Kurdistan. Statistical universe has defined according to province, cities and existing branches. Due to the limitation of statistical universe volume with total census method, statistical universe was considered as studied universe. The whole counting method was used for selecting statistical sample that was 108 subjects. The tools of collecting data are a questionnaire that has been set due to operational definition of emotional intelligence and relation skills and was given to subjects after studying its validity and reliability. Cronbach Alpha method has been used for testing reliability of questionnaire. Based on this method and using SPSS statistical software, test reliability rate and reliability rate of communication skills and emotional intelligence questions were 84% and 89% respectively. Questionnaires were collected, information were summarized, classified and analyzed with using descriptive and inferential statistics (Pearson r correlation test).

### Theoretical definition

#### Emotional Intelligence

The ability to control his/her own and others feelings and emotions, the ability to recognize and dissociate his/her own and others feelings and use empathetic knowledge for directing thought and communication with others (Mayer and Salovey, 1990).

Self-awareness: clear and deep understanding of feelings, emotions, weak and strong points, own needs and interests (Goleman, 1995).

Self-management: controlling and managing feelings, being suitable in every situation, the ability to manage emotional and empathetic reactions, controlling shocks and improving life agitations.
self-awareness, self-management, social awareness, relations management and communication skills based on Burton theory in three skills: speech skills, feedback skills, auditory skills.

Variables’ operational definition

Emotional intelligence

Measuring emotional intelligence is very difficult. Some psychologists believe that one can’t measure it. Many suggested that it can be measured but firstly we should prevail obstacles. The greatest problem is that the most comfortable method for measuring EQ (self-examination scales) is the weakest way for this. Self-examination scales want subjects to report about their abilities, skills and behaviors. For example, these scales ask subjects how much they can recognize their excitements, understand them and so on. These tests rely on this reality that people can be careful reporter and report their skills and abilities carefully.

Self-awareness

Self-awareness includes:
- Cognition and perception his/her own excitements and their effects
- Recognition and perception one’s own limitations and weak and strength points.
- Compatibility, strongness and valuable feelings.

Self-management

Self-management includes:
- Preventing from creating emotional disorders and existing shocks.
- Accepting responsibility in individual function.
- Maintaining truthfulness and honesty measures.
- Flexibility in accepting change and controlling it.
- Compatibility in countering with ideas, methods and new information.

Social awareness

Social awareness includes:
- Recognition others emotions and point of views and their effects on decisions.
- Predicting, recognizing and satisfying customers’ needs.
- Studying group emotion and relations power.
- Relying on others growth and strengthening their abilities.

Relations’ management

Relations management includes:
- Using useful techniques for convincing others.
- Listening correctly and sending acceptable messages.
- Strengthening morale and guiding groups’ people.
- Developing group for achieving goals.
- Conversation and solving contradictions.
- Group work in order to achieve common goals.
- Innovation and managing change.
- Strengthening communication tools.

Research hypothesis

The current research is studying the relationship of staffs’ emotional intelligence with their communication skills. Then the following hypotheses are studied in this research:

The main hypothesis

There is a meaningful relation between staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

Subsidiary hypotheses

There is a meaningful relation between self-awareness component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

There is a meaningful relation between self-management component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

There is a meaningful relation between relations management component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

There is a meaningful relation between social awareness component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

RESEARCH FINDINGS

Statistical description of research variables

The results of descriptive analysis of data have been listed in table 2 and 3.

Research variables from questions that have been
Table 2. Descriptive analysis of staffs’ emotional intelligence components in Mehr Eqtesad bank in West Azerbaijan and Kurdistan

<table>
<thead>
<tr>
<th>Emotional intelligence components</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empathetic self-awareness</td>
<td>108</td>
<td>4.2292</td>
<td>0.51737</td>
<td>0.04978</td>
</tr>
<tr>
<td>Correct self-evaluating</td>
<td>108</td>
<td>4.2407</td>
<td>0.50508</td>
<td>0.04860</td>
</tr>
<tr>
<td>Self-confidence</td>
<td>108</td>
<td>4.2477</td>
<td>0.53115</td>
<td>0.05111</td>
</tr>
<tr>
<td>Self-control</td>
<td>108</td>
<td>3.9051</td>
<td>0.68761</td>
<td>0.06616</td>
</tr>
<tr>
<td>Authentic</td>
<td>108</td>
<td>4.3796</td>
<td>0.59934</td>
<td>0.05767</td>
</tr>
<tr>
<td>Sense of duty</td>
<td>108</td>
<td>4.4282</td>
<td>0.48584</td>
<td>0.04675</td>
</tr>
<tr>
<td>Innovation</td>
<td>108</td>
<td>3.7014</td>
<td>0.54092</td>
<td>0.05205</td>
</tr>
<tr>
<td>Optimization</td>
<td>108</td>
<td>4.0278</td>
<td>0.57487</td>
<td>0.05532</td>
</tr>
<tr>
<td>Flexibility</td>
<td>108</td>
<td>4.0370</td>
<td>0.70613</td>
<td>0.06795</td>
</tr>
<tr>
<td>Sympathy</td>
<td>108</td>
<td>3.8302</td>
<td>0.61564</td>
<td>0.05924</td>
</tr>
<tr>
<td>Service-oriented</td>
<td>108</td>
<td>4.3488</td>
<td>0.55886</td>
<td>0.05378</td>
</tr>
<tr>
<td>Organizational awareness</td>
<td>108</td>
<td>3.9468</td>
<td>0.55855</td>
<td>0.05375</td>
</tr>
<tr>
<td>Help to others growth</td>
<td>108</td>
<td>4.0525</td>
<td>0.61169</td>
<td>0.05886</td>
</tr>
<tr>
<td>Leadership</td>
<td>108</td>
<td>4.3542</td>
<td>1.12746</td>
<td>0.10849</td>
</tr>
<tr>
<td>Influence</td>
<td>108</td>
<td>4.0895</td>
<td>0.62087</td>
<td>0.05974</td>
</tr>
<tr>
<td>Commitment</td>
<td>108</td>
<td>4.0802</td>
<td>0.63943</td>
<td>0.06153</td>
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<tr>
<td>Communications</td>
<td>108</td>
<td>3.8086</td>
<td>0.72802</td>
<td>0.07005</td>
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<tr>
<td>Impressionability of changes</td>
<td>108</td>
<td>3.9228</td>
<td>0.64547</td>
<td>0.06211</td>
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<tr>
<td>Conflict management</td>
<td>108</td>
<td>4.2431</td>
<td>1.39779</td>
<td>0.13450</td>
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<tr>
<td>Partnership and teamwork</td>
<td>108</td>
<td>4.3588</td>
<td>0.56502</td>
<td>0.05437</td>
</tr>
</tbody>
</table>

Table 3. Descriptive analysis of research variables

<table>
<thead>
<tr>
<th>Research variables</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication styles</td>
<td>108</td>
<td>4.1371</td>
<td>0.61837</td>
<td>0.05950</td>
</tr>
<tr>
<td>Self-awareness</td>
<td>108</td>
<td>4.2392</td>
<td>0.42642</td>
<td>0.04103</td>
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<tr>
<td>Self-management</td>
<td>108</td>
<td>4.0799</td>
<td>0.42510</td>
<td>0.04090</td>
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<tr>
<td>Social awareness</td>
<td>108</td>
<td>4.0419</td>
<td>0.46361</td>
<td>0.04461</td>
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<tr>
<td>Relations management</td>
<td>108</td>
<td>4.1137</td>
<td>0.54669</td>
<td>0.05261</td>
</tr>
<tr>
<td>Emotional intelligence</td>
<td>108</td>
<td>4.1187</td>
<td>0.40950</td>
<td>0.03940</td>
</tr>
</tbody>
</table>

As emotional intelligence components are classified in four variables, we deal to emotional intelligence variables and staffs communication skills.

The results of testing hypotheses

In this section, before we study the relationship between dependent and independent variables, we deal to studying the values of emotional intelligence components. So due to distribution normality, one sample T test with value of 3 (Test Value = 3) and confidence interval 95% (Error 5%) was used for interpreting research variables. If P- Value is greater than 0.05, the studied variable with test value (3) doesn’t have significant difference as a result, factor exists in statistical universe in medium level; if P- Value is less than 0.05, the studied variable with test value (3) has significant difference, if the average of factor is higher than 3, the studied factor certainly exists in statistical universe. If the average of factor is less than 3, the studied factor exists in statistical universe so weakly. Table 4.

Then we deal to studying the value of variables. Table 5.
Table 4. Analyzing the values of emotional intelligence components

<table>
<thead>
<tr>
<th></th>
<th>Test Value = 3</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>West Azerbaijan</td>
<td>Kurdistan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>t</td>
<td>df</td>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>Empathetic self-awareness</td>
<td>24.737</td>
<td>71</td>
<td>.000</td>
</tr>
<tr>
<td>Correct self-evaluating</td>
<td>21.804</td>
<td>71</td>
<td>.000</td>
</tr>
<tr>
<td>Self-confidence</td>
<td>22.413</td>
<td>71</td>
<td>.000</td>
</tr>
<tr>
<td>Self-control</td>
<td>21.230</td>
<td>71</td>
<td>.000</td>
</tr>
<tr>
<td>Sense of duty</td>
<td>29.564</td>
<td>71</td>
<td>.000</td>
</tr>
<tr>
<td>Innovation</td>
<td>9.364</td>
<td>71</td>
<td>.000</td>
</tr>
<tr>
<td>Optimization</td>
<td>15.449</td>
<td>71</td>
<td>.000</td>
</tr>
<tr>
<td>Flexibility</td>
<td>12.334</td>
<td>71</td>
<td>.000</td>
</tr>
<tr>
<td>Sympathy</td>
<td>10.657</td>
<td>71</td>
<td>.000</td>
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<tr>
<td>Service-oriented</td>
<td>24.060</td>
<td>71</td>
<td>.000</td>
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<td>Organizational awareness</td>
<td>13.665</td>
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<td>.000</td>
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<td>Help to others growth</td>
<td>15.996</td>
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<td>Leadership</td>
<td>17.755</td>
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</tr>
<tr>
<td>Commitment</td>
<td>8.687</td>
<td>71</td>
<td>.000</td>
</tr>
<tr>
<td>Communications</td>
<td>12.849</td>
<td>71</td>
<td>.000</td>
</tr>
<tr>
<td>Impressionability of changes</td>
<td>6.290</td>
<td>71</td>
<td>.000</td>
</tr>
<tr>
<td>Conflict management</td>
<td>20.173</td>
<td>71</td>
<td>.000</td>
</tr>
</tbody>
</table>

Table 5. Analyzing the values of variables

<table>
<thead>
<tr>
<th></th>
<th>Test Value = 3</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>t</td>
<td>df</td>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>Communication styles</td>
<td>19.110</td>
<td>107</td>
<td>.000</td>
</tr>
<tr>
<td>Self-awareness</td>
<td>30.200</td>
<td>107</td>
<td>.000</td>
</tr>
<tr>
<td>Self-management</td>
<td>27.399</td>
<td>107</td>
<td>.000</td>
</tr>
<tr>
<td>Social awareness</td>
<td>23.356</td>
<td>107</td>
<td>.000</td>
</tr>
<tr>
<td>Relations management</td>
<td>21.171</td>
<td>107</td>
<td>.000</td>
</tr>
<tr>
<td>Emotional intelligence</td>
<td>28.390</td>
<td>107</td>
<td>.000</td>
</tr>
</tbody>
</table>

The results of testing the main hypothesis

Main hypothesis:

There is a meaningful relation between staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

H1: There is a meaningful relation between staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

H0: There isn’t any meaningful relation between staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

As you see in table 6, significant level of Pearson r test was 0.00 in double range significant level and this level is smaller than the least significant level 0.05 and due to calculated r value that is 0/457, this value is greater than Pearson r value in confidence level 95% and freedom degree 161, having a relationship between two mentioned variables is confirmed then H1 hypothesis is confirmed and H0 hypothesis is rejected. There is a meaningful relation between staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.
Table 6. Pearson r test between staffs’ emotional intelligence and their communication skills

<table>
<thead>
<tr>
<th>Studied variables</th>
<th>Communication skills</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Correlation coefficient 0.457</td>
</tr>
<tr>
<td>Emotional intelligence</td>
<td>Significant level 0.000</td>
</tr>
<tr>
<td>Sample volume</td>
<td>108</td>
</tr>
</tbody>
</table>

Table 7. Pearson r test between self-awareness components of staffs’ emotional intelligence and their communication skills

<table>
<thead>
<tr>
<th>Studied variables</th>
<th>Communication skills</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Correlation coefficient 0.360</td>
</tr>
<tr>
<td>Self-awareness component</td>
<td>Significant level 0.000</td>
</tr>
<tr>
<td>Sample volume</td>
<td>108</td>
</tr>
</tbody>
</table>

Table 8. Pearson r test between self-management component of staffs’ emotional intelligence and their communication skills

<table>
<thead>
<tr>
<th>Studied variables</th>
<th>Communication skills</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Correlation coefficient 0.426</td>
</tr>
<tr>
<td>Self-management component</td>
<td>Significant level 0.000</td>
</tr>
<tr>
<td>Sample volume</td>
<td>108</td>
</tr>
</tbody>
</table>

Testing hypothesis 2

There is a meaningful relation between self-awareness components of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

H1: There is a meaningful relation between self-awareness components of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

H0: There isn’t any meaningful relation between self-awareness components of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

As you see in table 7, significant level of Pearson r test was 0.00 in double range significant level and this level is smaller than the least significant level 0.05 and due to calculated r value that is 0.360, this value is greater than Pearson r value in confidence level 95% and freedom degree 161, having a relationship between two mentioned variables is confirmed then H1 hypothesis is confirmed and H0 hypothesis is rejected i.e. There is a meaningful relation between self-awareness components of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

Testing hypothesis 3:

There is a meaningful relation between self-management component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

H1: There is a meaningful relation between self-management component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

H0: There isn’t any meaningful relation between self-management component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

As we can see from table 8, significant level of Pearson r test was 0.00 in double range significant level and this level is smaller than the least significant level 0.05 and due to calculated r value that is 0.426, this value is greater than Pearson r value (0.148) in confidence level 95% and freedom degree 161, having a relationship between two mentioned variables is confirmed then H1 hypothesis is confirmed and H0 hypothesis is rejected i.e. There is a meaningful relation between self-management component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

Testing hypothesis 4

There is a meaningful relation between social awareness component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

H1: There is a meaningful relation between social awareness component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

H0: There isn’t any meaningful relation between social awareness component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.
and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

H0: There isn’t any meaningful relation between social awareness component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

As we can see from table 9, significant level of Pearson r test was 0.00 in double range significant level and this level is smaller than the least significant level 0.05 and due to calculated r value that is 0/390, this value is greater than Pearson r value (0/148) in confidence level 95% and freedom degree 161, having a relationship between two mentioned variables is confirmed then H1 hypothesis is confirmed and H0 hypothesis is rejected i.e. There is a meaningful relation between communication management component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

Table 9. Pearson r test between social awareness component of staffs’ emotional intelligence and their communication skills

<table>
<thead>
<tr>
<th>Studied variables</th>
<th>Communication skills</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Correlation coefficient</td>
</tr>
<tr>
<td>Social awareness component</td>
<td>Significant level</td>
</tr>
<tr>
<td></td>
<td>Sample volume</td>
</tr>
</tbody>
</table>

Table 10. Pearson r test between social awareness component of staffs’ emotional intelligence and their communication skills

<table>
<thead>
<tr>
<th>Studied variables</th>
<th>Communication skills</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Correlation coefficient</td>
</tr>
<tr>
<td>Communication management component</td>
<td>Significant level</td>
</tr>
<tr>
<td></td>
<td>Sample volume</td>
</tr>
</tbody>
</table>

As it was observed, the rate of each component of emotional intelligence in statistical universe based on one sample t test was higher than the mean (average). Among components between staffs of Mehr Eqtesad bank in West Azerbaijan province, sense of duty component has the highest average (4.46) and innovation component has the lowest average (3.57). Among staffs of Kurdistan Mehr Eqtesad bank, leadership component has the highest average (4.54) and innovation component has the lowest average (3.91). One can say that variations range in values of emotional intelligence components among staffs of Mehr Eqtesad bank in West Azerbaijan province is more than variations range of these components among Kurdistan staffs. So we can accept that Mehr Eqtesad staffs in Kurdistan have higher empathetic intelligence stability.

Testing hypothesis 5

There is a meaningful relation between communication management component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

H1: There is a meaningful relation between communication management component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

H0: There isn’t any meaningful relation between communication management component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

As we can see from table 10, significant level of Pearson r test was 0.00 in double range significant level and this level is smaller than the least significant level 0.05 and due to calculated r value that is 0/427, this value is greater than Pearson r value (0/148) in confidence level 95% and freedom degree 161, having a relationship between two mentioned variables is confirmed then H1 hypothesis is confirmed and H0 hypothesis is rejected i.e. There is a meaningful relation between communication management component of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan.

ANALYZING AND CONCLUSION

Interpretation and results of hypotheses are as follow:

The aim of current research is studying the relationship of staffs’ emotional intelligence and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan. For studying hypotheses, it was dealt to collecting data from statistical universe subjects through questionnaire. The results from analyzing data will be discussed.

As it was observed, the rate of each component of emotional intelligence in statistical universe based on one sample t test was higher than the mean (average). Among components between staffs of Mehr Eqtesad bank in West Azerbaijan province, sense of duty component has the highest average (4.46) and innovation component has the lowest average (3.57). Among staffs of Kurdistan Mehr Eqtesad bank, leadership component has the highest average (4.54) and innovation component has the lowest average (3.91). One can say that variations range in values of emotional intelligence components among staffs of Mehr Eqtesad bank in West Azerbaijan province is more than variations range of these components among Kurdistan staffs. So we can accept that Mehr Eqtesad staffs in Kurdistan have higher empathetic intelligence stability.

It was defined that among emotional intelligence dimensions, relations management variable has the highest average in west Azerbaijan province and self-awareness variable has the highest average in Kurdistan.
province. Generally it was observed that the average staffs’ emotional intelligence in Kurdistan province is higher than staffs in West Azerbaijan.

Analyzing hypotheses

Hypothesis 1: there is a meaningful relation between the variables of emotional intelligence and communicational skills and this relation is positive and equals 0/475. Since quadruple components structure of emotional intelligence has cohesion and conjunction, interaction and mutual effect of these variables complete and enforce each other. So emotional intelligence components structure (in other words interaction of every component and variable with enforcing and completing characteristics of other components and variables) causes to improve interpersonal relations and finally increase communication skills.

Hypothesis 2: there is a meaningful relation between the variables of self-awareness and communication skills and this relation is positive and equals 0/360. This number shows that there is a strong relation between these two variables. With increasing one of the variables for one degree, other variable increases about 0/360. Self-awareness defines how people identify emotional meanings and situations. Predicting ability and individual domination rate in relations increase in spite of increasing emotions correct recognition. So self-awareness affect on the quality of individual relations.

Hypothesis 3: there is a meaningful relation between the variables of self-management and communicational skills and this relation is positive and equals 0/423. Self-management or managing emotions is individual ability to adjust own emotions and others for promoting emotional and rational growth. Emotional organizing increases individual compromise power. So emotions management leads to reduce interpersonal problems in communication and improve the quality of social relations with preventing and increasing compromise power.

Hypothesis 4: there is a meaningful relation between the variables of social awareness and communicational skills and this relation is positive and equals 0/390. This component has relation with sympathy and emotional communication process. Higher the emotional intelligence level is, more emotional perception increases. This level of perception (apprehension) causes to establish health and successful social relations with increasing the power of evaluating environmental motives (incentives), promoting the ability of creating empathetic relations and expressing sympathy.

Hypothesis 5: there is a meaningful relation between the variables of relation management and communicational skills and this relation is positive and equals 0/427. Emotions and empathies facilitate thinking based on problem priority, activating the stocks of exclusive memory, behavior change and hidden data processes in relations management. So if emotional intelligence is more, relations management characteristics help people to encounter with tensions and problems of establishing communication in a cohesion way with organizing thoughts, memory and its contents. This will affect on the improvement of people communication directly.

Finally, research literature indicates the effect of emotional intelligence and its dimensions on communication skills in other words, emotional intelligence and its dimensions (self-awareness, self-management, social awareness and relations management) is effective in promoting managers’ communication skills level. With having high emotional intelligence and true beliefs and values, managers argue that their professional and thinking growth needs high emotional intelligence. Zareh research (1380) indicates that there is a positive relation between emotional intelligence components (self-awareness, self-management, social awareness and relations management) and educational success. Hanzaie Zadeh research (1380) also suggests that there is a relation between organizational atmosphere and its dimensions with managers’ communication skills (speech, auditory, feedback) in organization. Whatever staffs’ emotional intelligence features have a positive change; it causes to promote managers’ communication skills level. So attempting for increasing staffs’ emotional intelligence leads to create effective communications for managers and this is a field for promoting staffs’ communication skills level in Mehr Eqtesad bank in West Azerbaijan and Kurdistan provinces.

Recommendations from research

RECOMMENDATIONS

Recommendations are presented for two purposes in current research:

Recommendations towards research results

The results show that there is a meaningful relation between staffs’ emotional intelligence, self-awareness, self-management, social awareness and relations management and their communication skills in Mehr Eqtesad bank in West Azerbaijan and Kurdistan. It is necessary to pay attention to four factors (self-awareness, self-management, social awareness and relations management) to increase staffs’ emotional intelligence and their communication skills. So the following recommendations are presented for rising staffs’ emotional intelligence and their communication
skills:

**Self- awareness**

As research results show that self awareness of staffs’ emotional intelligence affect communication skills so the following recommendations are presented for increasing the effect of this variable on staffs’ communication skills in Mehr Eqtesad bank:
- Emotional self- awareness: interpreting (understanding) his/her own emotions and recognizing their effect.
- Using intrinsic sense in decision – making as a guide.
- Exact self- examination: recognizing own limitations and strength points.
- Self- esteem: recognizing own value and abilities.

**Self- management**

As research results show that self- management of staffs’ emotional intelligence affect communication skills so the following recommendations are presented for increasing the effect of this variable on staffs’ communication skills in Mehr Eqtesad bank:
- Emotional avoidance: controlling emotions and destructive shocks.
- Transparency: showing honesty and truthfulness.
- Conformity or accommodation: flexibility in accommodating oneself with changing situations or barriers.
- Progress: incentive for improving operation to achieve high internal measures.
- Being initiator: readiness for moving and using situations.
- Sanguineness: being optimist in encountering to problems.

**Social awareness**

As research results show that social awareness of staffs’ emotional intelligence affect communication skills so the following recommendations are presented for increasing the effect of this variable on staffs’ communication skills in Mehr Eqtesad bank:
- Sympathy: understanding others emotions, knowing their views and respecting their concerns.
- Organizational awareness: interpreting current affairs, politics and decision- making styles in organizational level.
- Service: recognizing and responding to customers’ needs.

**Relations management**

As research results show that relations management of staffs’ emotional intelligence affect communication skills so the following recommendations are presented for increasing the effect of this variable on staffs’ communication skills in Mehr Eqtesad bank:
- Being a leader that makes motive: guiding and creating motive with excellent insight.
- Influence: using many methods for convincing others.
- Developing others: helping others growth with guidance.
- Creating change: initiative, management and leadership in new direction.
- Confliction management: solving conflicts.
- Cooperation and group work: cooperating and making team.

**Suggestions for future researchers**

1. It is suggested that the effect of emotional intelligence in reducing aggression, depression, exhaustion and mental health is examined in managers, staffs and athletics.
2. The relationship of emotional intelligence and communications skills with organizational commitment, job satisfaction and professional attachment is analyzed in staffs of other organizations.
3. It is suggested that the relationship of emotional intelligence and communicational skills is compared with other individual features and tendency in staffs of other organizations.
4. Since the communications in organizations are one of the most important and behavioral and structural complicated issues in organizations, deep recognition of it needs various researches and attempt of future researchers.

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