



Emotional Intelligence and work performance of department managers of the Northern Mexican Union Adventist Headquarters

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Abstract

Research studies have shown that success in businesses lays on the right use applied to emotional intelligence over the individuals working in there. The main purpose of this research study is to get close enough to know the self-perception of the emotional intelligence level as a predictor of work performance. It has to respond to the following questions: what is the self-perception of emotional intelligence level to the leaders of the Northern Mexico Adventist Headquarters and the existing relation with its work performance? Is there a significant relationship between self-perception of emotional intelligence and the following factors: years of service, academic level and the organization in which they work? This research study was transversal and descriptive. 73 managers participated. According to the results, it can be determined that, indeed, there is a positive and significant influence on a high level of emotional influence, upon the level of self-perceived work performance by the leaders, and that the years of service and the academic levels did not show any significant difference on it.

Key Words: Emotional intelligence and work performance.

Introduction

There is a positive relationship between emotional intelligence and job performance according to Sternberg (1997), Valls Roig (1997), and Weisinger (2001). Being able to know the self-perception of emotional intelligence of a department manager is important since other people are working under them, and are influenced for the use of their emotional intelligence affecting work performance of the organization. The working world needs people who are adaptable to constant changes. Organizations that are composed of workers with emotional intelligence, will face these changes and have a much higher performance; these are the ones who learn to handle teamwork, to collaborate, to adapt, to seek achievement and whose put and emphasis on service to others; its members have to be capable of working with a variety of people, to influence them in a positive way and to make efficient processes they are part of (Goleman & Cherniss, 2005).

According to Gil (2000) and Ryback (1998) emotional intelligence is an analysis where awareness and sensitivity is used to discover people's feelings and to be able to resist impulsive reactions and irrational acts; on the contrary, to respond with openness, authenticity and sincerity. Goleman (1997) does not only define emotional intelligence as the capacity to recognize feelings within oneself and others, but also suggests that it is a feeling that affects thoughts, psychological states, biological states and the will to act. Vals (1997) also mentions that emotional intelligence helps to guide their conduct and its processes of thought, therefore, they produce better results.

Studies have shown that success in companies, according to Valls Roig (1997), lies in the successful application of emotional intelligence in the direction of individuals; there must be a true interest in the causes of work instability to cope with them; the human resources department must support those who do not pay off enough and impulse each worker's potential and help them in their personal and job satisfaction. But no research study has been done about the self-perception of emotional intelligence related to the work performance. The main purpose of this research project is to know the self-perception levels of emotional intelligence as a predictor for work performance. These will help to answer the following questions: what is the self-perception of emotional intelligence level to the leaders of the Northern Mexico Adventist Headquarters and the existing relation with its work performance? Is there a significant relationship between self-perception of emotional intelligence and the following factors: years of service, academic level and the organization in which they work?

Method

This is a cross-sectional research, where data is obtained through a questionnaire that was applied at the end of 2013. Purposive sampling technique is used in selecting respondents. The department managers of the Adventist headquarters were survey within their work area, and 73 of them participated in this study. In figure 1 we can observed the distribution of the managers in the Adventist corporate headquarters in northern Mexico, they are alike, because there is a (46%) that were managers in the Northern Mexican Union and (53%) were managers in the University of Montemorelos. In table 1 we can observed that the majority of managers that have work for the respective organizations between 11 and 20 years (34.2%) followed by the managers that have more than 31 years (24.7%). In table 2 we can observed that most of the participants have a bachelor's degree (86.3%), and (61.6%) of these have a master's degree.

In this study we used two instrument to collecting data: the first one is to measure the level self-perceived level of emotional intelligence; it was elaborated by Hernandez Galicia (2008) made up of 33 items with a reliability of .929; the second instrument measured the level of self-perceived work performance, was done by Mejia Mejia (2009) made up of 20 items with a reliability of .917. Descriptive statistics analisis was performed to determining the self-perception of emotional intelligence of department managers and how it affects their work performance. An independent T-Test was

done, in order to find the differences on the self-perception of emotional intelligence among the department managers of the Northern Mexican Union and the University of Montemorelos and One way ANOVA was use to find the differences of self-perception of emotional intelligence related to the academic level and the years of service.

Figure 1

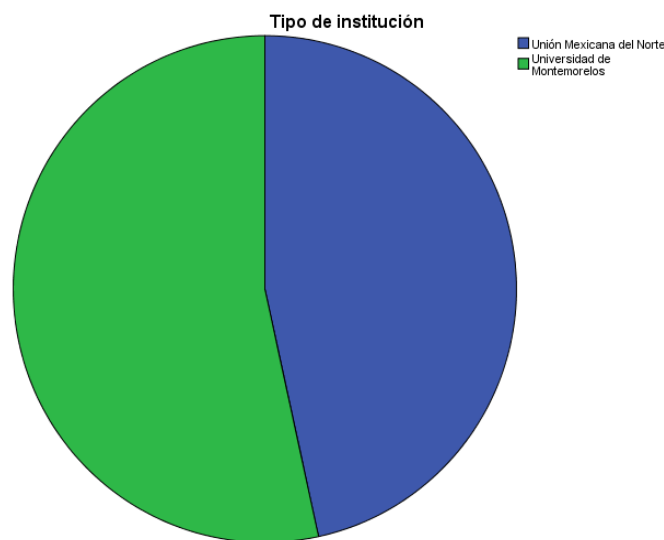


Figure 1 Type of institution

Table 1

Years of service

		Frecuency	Percentage
Válids	10 or less	9	12,3
	11 – 20	25	34,2
	21-30	13	17,8
	31 or more	18	24,7
	Total	65	89,0
Lost	System	8	11,0
Total		73	100,0

Table 2

Academic level

		Frecuency	Percentage
Valids	Bachelor's	12	16,4
	Master's	45	61,6
	PhD	6	8,2
	Total	63	86,3
Lost	System	10	13,7
Total		73	100,0

Results

In table 3 we can observe the frequencies and the percentage of the self-perception of the emotional intelligence of the adventist department managers. Most of the managers see themselves with a very good emotional intelligence (56.2%) and there is a (39.7%) that perceive themselves with an excellent emotional intelligence and only a (4.1%) think that possess a good emotional intelligence.

Table 3

The self-perception of emotional intelligence of the department managers

		Frecuency	Percentage
Valids	Good	3	4,1
	Very Good	41	56,2
	Excelent	29	39,7
	Total	73	100,0

A Pearson correlation was made to know whether there is a relationship between the self-perception of emotional intelligence of managers with their work performance, finding out that there is a significant relationship, $r(73) = .614$ $p = .000$. A simple regression was made to prove that self-perception of emotional intelligence level is predictor of self-evaluation of work performance level from the department managers of the Adventist Northern Union headquarters. The independent variable was the level of emotional intelligence, and the dependent variable was the level of work performance. The results of this procedure were the following: the predictor variable (emotional intelligence) included in the analysis explains 66.1% of the dependent variable (work performance), therefore R^2 corrected equals .661 the statistical F equals 141.094 shows that indeed, R predictor equals 0. The critic value p equals .000 indicates that there is a significant influence.

A t-test for independent variable was calculated to compare the means of self-perception of the emotional intelligence to the department managers of the Northern Mexican Union and the University of Morelos. By applying the test $p=.032$ meaning that there is a difference among the managers of the Northern Mexican Union and the managers of the University of Morelos $t(71) = -2.189$, $p=.032$, $p<0.05$. The arithmetic mean of the University of Morelos managers was of 6.31 and the managers of the Northern Mexican Union was of 6.02.

To analyze whether there is difference on the emotional intelligence of the Northern Mexican Union managers and the University of Morelos managers, about the academic level a One Way ANOVA was made $F(p = .372 > .05)$ shows that there is no difference between the academic level and the emotional intelligence. The values of the emotional intelligence's arithmetic means were the following: bachelor's degree 6.23, master's 6.39 and doctorate 4.47.

To analyze whether there is a difference between the University of Morelos managers and the Northern Mexican Union managers according to their years of service, a One Way ANOVA was done $F(p = .652 > .05)$ shows that there is no difference between the years of service and the emotional intelligence. The values of the mean of emotional intelligence were the following: of 10 or less 6.26, of 21 to 30 years 6.29 and of 31 and up 6.42.

Discussion

According to Guerrero et al (2006) the organization make up a group of resources and capacities, being the management of knowledge and the emotional intelligence is of great importance, to cope with these new times' challenges. For that reason, the main purpose of this research study has been to analyze whether the level of emotional intelligence of the Northern Mexican Union department managers influences on the level of work performance, self-evaluated, through a instrument that allowed to self-evaluate both levels.

The main reason of this research study is to know the self-perception of the level of emotional intelligent as a predictor of work performance, years of service, organization they work in and academic level. According to the results obtained it can be determined that there is a positive and significant influence on the high level of emotional intelligence over the level of work performance self-perceived by the department managers. If the managers get to keep high levels of their feelings' self-control, motivation focused on the organization's objectives, recognizing other's emotions and keeping a healthy work relationship with other employees, they will show high levels of work performance on things related to planning, organization, direction and control over their management activities.

Going over what Goleman (1998) mentions that the task of a leader requires a wide variety of personal abilities, emotional skills make up in general, two thirds of the whole group of skills needed to have a successful emotional performance. In the case of the outstanding leaders, they get to reach from 80% to a 100%. To Mayer and Salovey (1997) the use of the execution measures of the emotional intelligence have moved, in a few years, from being something that no body pay attention to be the strongest evaluation measure, more trustable and valid; at least when emotional intelligence is understood as a set of skills of emotional processing made up by the ability of predict, assimilate, comprehend and regulate our emotions, and other's. The analysis results of the Pearson correlation and the simple regression of this research study allowed to find out that the variable of emotional intelligence is predictor of work performance.

Authors Bradberry and Greaves (2007) mention that emotional intelligence can be used to improve professional performance, in different ways. It is such an important to success, and it's responsible of the 60% of performance on all kinds of jobs. It's one of the best factors of prediction when it comes to work performance and the strongest motivation for leadership and personal excellence.

After analyzing the variables of emotional intelligence and the workplace, years of service, and academic level, it allowed us to know that these variables do not have a significant influence over the level of emotional intelligence self-perceived by the Northern Mexican Union department managers. The 73 surveyed objects rated themselves with a very good level of emotional intelligence; the ones that work at the NMU as well as the ones working on the UM.

Years of service and academic levels did not show any significant difference since it does not matter how many years they have employees working, their level of emotional intelligence self-perception was graded very good. In the case of academic levels, the ones with bachelor's degree as well as the ones with a master's and doctorate's degree rated with a very good emotional intelligence.

To be able to know self-perceived emotional intelligence for a department manager will help the NMU to predict work performance of each department, in which, administrators and leaders with a high emotional intelligence work.

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