

THE RELATIONSHIP BETWEEN MANAGER'S EMOTIONAL INTELLIGENCE AND EMPLOYEE'S JOB STRESS (CASE STUDY: PUBLIC HOSPITALS IN BANDAR ANZALI)

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ABSTRACT

General goal of this research is surveying the relationship between emotional intelligence and job stress. In current research statistical society are supervisors and nurses of public hospitals in Bandar Anzali with number of 26 for supervisors and 702 for Nurses. For distributing questionnaire classified random sampling was used. 300 questionnaires among nurses and 259 questionnaires were collected. And also due to less number of supervisors, questionnaires were distributed among them that 27 ones were answered. By using regression correlation coefficient it was distinguished that there is meaningful and negative relationship between emotional intelligence of managers and its parameter with job stress of staff. Also transformational leadership and its parameters mediate relationship between emotional intelligence of manager and job stress of staff.

Keywords: *Emotional Intelligence, Job Stress, Transformational Leadership*

INTRODUCTION

There is in life of all people who work in different jobs of society and make them pressure in different forms. Job transformation such as organizational changes, changes of right and wedge, job promotion, decrease or increase of workforce and social changes are subjects that make a person under pressure and make him distressed, anxiety and stress (Dehshiri, 2014). Researchers believe that in new point of view against the past excitement and intelligences are not in contrast but they can serve wisdom (Hafezi, 2011). By using emotional intelligence we can prevent complications resulted from stress. Emotional intelligence have been described as ability of capacity and skill of perception, evaluation and management of person's emotion and others or with a group of people and people having higher emotional intelligence manifest their emotions and desires more and so provide more extensive social network and social support for themselves. Having social support can enhance mental health and preserves against stress (Noorian, 2011). In this direction transformational leadership by its support can affect intelligent people regarding affection and decrease the degree of their job stress (Dehshiri, 2014).

Research Theoretical Framework

In current world, empowerment, economic power and welfare of any country depends on optimized use of facilities of resources, especially human resource of organization of a country. In this direction as the workforce is more compatible and effective promotion and success in different economic and social fields will be more. Human resources are counted as the most valuable assets of any organization and attention to their needs and demands has significant effect in their performance and finally achieve organizational goals and results (Schanfeli, 2012). Regarding result of job stress in a time viewpoint, it can be expected that stress has more negative consequences in long-term than short-term. Even its existence may have positive consequences for staff. However constant perfectionism, untrusted to others and weak mental and physical health of stressful people can decrease work quality in long term and makes problems in communications and ethics in working groups. Therefore it can be concluded that stress in short-term may lead to increase of job satisfaction and improvement of job performance of a person but in long-term it causes weak social communication in work place and weak job performance of staff (Ziyaei and Nargesian, 2012). People who have more intelligence emotionally, perceive and evaluate their emotional states correctly, know how and when express their emotions and set their mood effectively, therefore in

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controlling their stress they act more successful. Based on consideration of literature about the role of emotional intelligence in regulating stress and mental health, there are observations that show some forms of emotional intelligence save people against stress and leads to better compatibility (Kamali and Hasani, 2013). Emotional intelligence is controlling and identification of his and others affection and emotions in the direction leading behavior for making effective relationship with colleagues and supervisors for improving quality of the result of work. Emotional intelligence has five dimensions of self esteem, interpersonal relationship, solving problem, optimism and tolerating mental pressure (Lam & O'Higgins, 2012). Lam and O'Higgins (2012) as Qutaba (2003) quoted showed that transformational leadership act more effective in controlling stress level of staff. As leadership style is chosen properly it leads to efficiency of people and organization on the one hand and on the other hand act as factor creating stress resulted from job or mental pressure in staff (Biginia and Kalantari, 2011). Transformational leadership is the process of unaware penetration in people or groups for creating uncontinuous changes and transformation at available situation and functions of organization as a generality (Imran, 2011). Regarding mentioned subjects the main question of research is that is there meaningful relationship between emotional intelligence of managers and job stress of staff regarding transformational leadership?

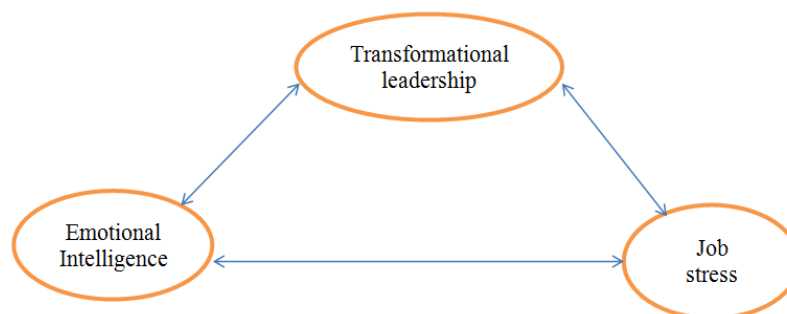


Figure 1: Conceptual model of research taken from (Lam & O'Higgins, 2012)

H1: There is significant relationship between emotional intelligence of managers and job stress of staff.

H1-1: there is meaningful relationship between self esteem of managers and job stress of staff.

H1-2: There is meaningful relationship between interpersonal relations of managers and job stress of staff.

H1-3: There is meaningful relationship between managers' problem solving and job stress of staff.

H1-4: There is meaningful relationship between managers' optimism and job stress of staff.

H1-5: There is meaningful relationship between tolerating manager's mental pressure and job stress of staff.

MATERIALS AND METHODS

Methodology

Tools of measurement in current research are questionnaire. Job stress has 7 parameters and for its assessment standard questionnaire having 35 items of HSE, for assessing variable of transformational leadership standard questionnaire having 39 items of MLQ1, emotional intelligence has 5 parameters and for assessing it questionnaire having 30 items of Bar-on have been used. Validity of questionnaire has been confirmed by viewpoint of professors and specialties and its reliability was confirmed by using Cronbach alpha.

RESULTS AND DISCUSSION

Findings of Research

In this research at the first step of analyzing data, by using descriptive statistics methods features of studying sample is studied. The next step of data analysis is by using inferential statistics and for inferential analysis of data regression analysis method and t test is used.

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Descriptive Statistics

It is observed that gender of 77.8 percent of managers is female and 18.5 percent are male. Also 1 manager hasn't answered this item. Also gender of 77 percent of nurses is female and 17.9 percent are male, also 13 nurses haven't answered this choice.

The degree of education of 77.8% of managers is B.A, 22.2% M.A and 1.2% is Ph.D. And also 12 respondents haven't answered this choice. Average mean of age of managers is 45.52 and average age mean of nurses is 34.5638.

Testing Hypothesis

In this section of fourth chapter hypothesis of research are considered and for considering research hypothesis Pearson correlation coefficient is used.

Table 1: Results of testing hypothesis

| | sig | R ² | R | Variables ¹ | Conclusion |
|----------|-------|----------------|--------|---|------------|
| Managers | 0.000 | 0.001 | -0.28 | Emotional intelligence of managers and job stress of staff | There is |
| nurses | 0.000 | 0.123 | -0.35 | Emotional intelligence of managers and job stress of staff | There is |
| Managers | 0.043 | 0.007 | -0.085 | Self-esteem of managers and job stress of staff | There is |
| nurses | 0.000 | 0.067 | -0.259 | Self-esteem of managers and job stress of staff | There is |
| Managers | 0.034 | 0.036 | -0.191 | Interpersonal relation of managers and job stress of staff | There is |
| nurses | 0.000 | 0.080 | -0.282 | Interpersonal relation of managers and job stress of staff | There is |
| Managers | 0.014 | 0.108 | -0.328 | Problem solution of managers and job stress of staff | There is |
| nurses | 0.000 | 0.081 | -0.285 | Problem solution of managers and job stress of staff | There is |
| Managers | 0.015 | 0.069 | -0.263 | Optimism of managers and job stress of staff | There is |
| nurses | 0.000 | 0.101 | -0.318 | Optimism of managers and job stress of staff | There is |
| Managers | 0.02 | 0.197 | -0.444 | Managers tolerating mental pressure and job stress of staff | There is |
| nurses | 0.001 | 0.042 | -0.205 | Managers tolerating mental pressure and job stress of staff | There is |

Conclusion and Suggestion

1. The point that managers of hospitals should have skills required for management is not sufficient, but should have social and affective skills (like having close relationship with others and perceive their effective needs) that is prerequisite of effective management. Therefore holding private sessions with psychologist and consultants can be an strategy that helps improvement of managers social skills.

2. By creating atmosphere of group work in hospital and encouragement of team work, the sense of optimism can be strengthened in staff. In these direction supervisors by participation in theoretical and specialty practical period will be dominated on their work and therefore in facing new problems, confront their weak sense.

3. Existence of mental pressure in hospitals is inseparable part of work and personnel of hospital are exposed to anxiety a working pressure. Therefore the organization by giving daily and hour's acationerabsorbing required staff (because hospitals face shortage of nurses) can decrease the degree of

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this pressure. Also education of confronting skills and methods of achieving mental calmness (exercises like Yoga) can be effective.

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