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A STUDY OF THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND THE PERFORMANCE: A CASE STUDY OF MELLI BANK

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ABSTRACT

The main objective of this research is to identify the relationship between emotional intelligence and the performance of the managers in Mazandaran province's Melli (national) banks. The research method, depending on the nature of the research , has been a description of the type of correlation .The statistical group in this study contained the senior managers of all branches of Iranian Melli banks all around the Mazandaran state (146 individuals) among which 108 managers were selected as a sample group through Kerjesy and Morgan tables and simple random sampling method .The process of information gathering was performed by using both the Shiring's questionnaire of emotional intelligence and Golafshany's questionnaire of job performance .The results of this research revealed that there is a meaningful and positive relationship between emotional intelligence and also its all five divisions including : self-awareness ,self-control ,self-motivation ,empathy , social skills and the managers' performance in the branches of Mazandaran's Melli bank .The results of regression analysis for this study also showed that all factors ,as predictive agents , can explain the criterion variable that is the managers' performance .

KEYWORDS

emotional intelligence, performance of managers, Melli bank of Mazandaran province.

1. INTRODUCTION



One of the key factors in organizations is having capable managers and human resources. By employing efficient human capitals, organizations make attempts to increase their efficiency and effectiveness. In recent years the role of human resources has been paid more attention than other resources of the incorporation and the researchers seek to study agents and factors which cause rise in the efficiency of human resources. One of these factors is the emotional intelligence. (Shooshtarian, et al, 2009)

Emotional intelligence extracted from the concept of social intelligence, first introduced by Sorendic in 1920. He defined emotional intelligence as the capability in understanding and directing people so as to act wisely in social communications. Salovi and Mayer defined it as people's ability in understanding and controlling their feelings and emotions as well as in their recognition of other people's feelings in order to lead their thought and actions. In 1993, Gardner stated about emotional intelligence to be consisted of two internal and external alternatives. Internal intelligence refers to the people's power to control themselves, and is related to a complicated set of individual feelings and external intelligence refers to people's ability in guiding and controlling other people's behavior and caring about or distinguishing individuals based on recognition of their traits and feelings. Baron (2000) defined emotional intelligence to be a set of knowledge and emotional, social capabilities of people that affect effectively their general ability in response to environmental needs.

2. THE PROBLEM STATEMENT

Emotional intelligence extracted from the concept of social intelligence, first introduced by Sorendic in 1920. He defined emotional intelligence as the capability in understanding and directing people so as to act wisely in social communications. Salovi and Mayer defined it as people's ability in understanding and controlling their feelings and emotions as well as in their recognition of other people's feelings in order to lead their thought and actions. In 1993, Gardner stated about emotional intelligence to be consisted of two internal and external alternatives. Internal intelligence refers to a people's power to control themselves and is related to a complicated set of individual feelings and external intelligence refers to people's ability in guiding and controlling other people's behavior and caring about or distinguishing individuals based on recognition of their traits and feelings. Baron (2000) defined emotional intelligence to be a set of knowledge and emotional, social capabilities of people that affect effectively their general ability in response to environmental needs.

Managers should coordinate their staff with the pace of changes .this fact indicates the importance of leadership .A simple influential leader can help the organization flexible rather than a manager who tries to achieve this goal relying on some particular techniques and spending much more time .The significant point is the fact that the reasoning along with emotion has more power and value .Leaders who possess high emotional intelligence always consider this fact to justify their decisions to people .researches have made it clear that emotions are the activating energy for moral values such as confidence ,strength of character, empathy, honesty, flexibility, and also requirement for social capitals that is the ability to create and maintain beneficial, reliable business relationships. (Sarfarazi and Memarzadem, 2010). Management is at the present time an impressive topic to discuss. Peter Draker points out that managers are the main and rare resources of every kind of organizations. (cited in Nasirypur ,et al 2011). The results of recent studies over two decades have showed that emotional intelligence skills are considered the major factor influencing the managers' leadership and job situations (Babae and Momeni, 2010). Emotional intelligence could be defined as applying the personal capabilities of yours and others in individual and group behavior to attain the maximum result .(Aqayar and SharifiDaramady, 2007).

Emotional intelligence is useful for all organizational levels. But for management level, it's a vital component. The managers with high capability of emotional intelligence show a constructive , efficient treatment of others , make use of their positive feelings and emotions in decision making ,and have better performance in the workplace .They also confronting stressful situations and psychological problems dominate themselves ,are less likely to get irritated ,depressed or leave work and try to achieve their ideal aim .Low emotional intelligence in the working area , undoubtedly can have a damaging effect on the ultimate results and if continues, it can lead in the organization collapse. (NasiriPur, et al, 2011)

The topic emotional intelligence is a new subject in the field of psychology which has recently entered into the field of management. In a few past years many books, articles, researches have been published about it. Most of these studies confirm the fact that emotional intelligence as a decisive factor of people's success, has a special place in their lives. Emotional intelligence is the same as managing emotions of yourself and others. (Aqayar and SharifiDaramady, 2006). Emotional

intelligence plays an important role in the work environment. According to the researchers of emotional intelligence, it can have an effect on the managers' activities regarding the results related to the job, colleagues, external organizations, consequently their efficiency. Recent researches have revealed that the managers with high emotional intelligence create positive job attitudes, altruistic behavior which causes the employees experience job satisfaction and high performance. As a result managers themselves will have more positive performance and efficiency. The managers with high emotional intelligence facilitate the staff's performance by managing the both sides' emotions through which they foster the employees' creativity, flexibility, confidence and make them capable of doing. So they can take efficient steps toward the organization's objectives. (Safari and Abedi, 2012).

Naturally, taking the subject of emotional intelligence into account studying its relationship and that of its various dimensions with the managers' performance can illuminate, although a small part of this topic and give a clear understanding of it and add information although limited about the topic to the managers' current theoretical knowledge of emotional intelligence. (the importance of this research in the science world). Additionally, studying and identifying the relationship between emotional intelligence and the managers' performance while finding present weaknesses, we can find solutions to improve the present situation and upgrade the existing policies to make the managers control their feelings and increase the emotional intelligence skills. Consequently, we can improve performance level of managers of Melli bank. (importance of this research in the world of practice).

Based on the importance of the managers' performance in upgrading the efficiency of the organization and of course the significant role of emotional intelligence in obtaining this aim, the researcher tries to find an answer to the basic question if there's a positive, meaningful relationship between the emotional intelligence of Mazandaran Melli bank's managers and their performance. Here, the researcher also seeks to assess the relationship between its different components and elements with the managers' performance.

3. LITERATURE REVIEW

Hashemi, et al, (2013) in their research studied the relationship between emotional intelligence and the performance of traffic managers of Tehran city. For this, they selected 45 traffic managers of Tehran as a sample group. Findings showed that there is no meaningful relationship between demographic features and the dimensions of emotional intelligence, but there is a positive, meaningful relationship between dimensions of emotional intelligence (self-control, self-awareness, self-motivation, social consciousness, and social skills) and the performance of the traffic managers.

Safari and Abedi (2012) in a research they studied the correlation between the emotional intelligence, cognitive intelligence, its five levels and the job performance of school managers of three educational grades in the region high schools of the given region were selected as a sample group. Research findings revealed that based on the scores of emotional and cognitive intelligence we can predict 17 percent of job performance. There was a meaningful correlation between emotional, cognitive intelligence and the performance of managers, but there wasn't such a correlation between the cognitive intelligence and the job performance. Between cognitive intelligence and emotional one there was a positive meaningful correlation. These results are the indicative of the importance of emotional intelligence in school management.

Arab, et al (2011) in a study, investigated the rate of managers' emotional intelligence and its relationship with their performance in the private and governmental selected hospitals of Tehran. Their research community consisted of all senior and middle managers of the private and governmental hospitals affiliated to medical science universities of Tehran, Iran and Shahid Beheshti among which 120 individuals were selected as a sample group. The research findings showed that there has been a relationship between the managers' emotional intelligence and performance. Among the different dimensions of emotional intelligence, social skills held the highest rate (60 percent) and self-motivation held the lowest rate (50 percent) and the rate of managers' total emotional intelligence was 56 percent.

NasiriPur, et al (2011) in a research studied the relationship between the emotional intelligence and the managers' stress and performance in the ministry of health, treatment and medical education by means of path analysis. Their sample research group contained 100 staff managers of the ministry of health who were selected through cluster sampling method. The results showed that of the managers under study there was a meaningful relationship between emotional intelligence and stress, stress and the performance, emotional intelligence and performance. Based on the regression test, the relationship between performance and emotional intelligence and stress was statistically meaningful. In fact emotional intelligence directly and indirectly had an effect on (by reducing stress) on the performance and stress has acted as an interface agent.

Sarafrazi and Memarzade (2010) in a research studied the influence of emotional intelligence on improving the quality of the managers' performance in the medical science university of Fars province. All the managers including 100 individuals were selected as a sample group through Census method. Findings revealed that there was a meaningful relationship between the emotional intelligence and the quality of the managers' performance. They also were indicative of this fact that emotional intelligence brought about improvement in the managers' performance. The emotional intelligence caused increase in people's power of individual and group work, easy decision making, improvement in their communication with others, increase in their creativity for solving problems and conflicts and increase in skills for group work.

Soleimani and Alibeygi (2009) in a research studied the relationship between the managers' emotional intelligence in training groups and their self-efficacy in the branches of Azad university of the country's region 10. Their research statistical community covered all the managers of the university's training groups, 115 individuals, out of which 83 managers were selected as a sample group by the stratified random method. The findings showed that between the managers' emotional intelligence and their self-efficacy, there was a meaningful relationship. And also between the components of managers' motivation, empathy and their self-efficacy, there was a meaningful relationship but between the components of the managers' self-awareness, self-control, social skills and their self-efficacy, no relationship was observed. The results for regression analysis also showed that among the components of emotional intelligence, the component motivation was a meaningful, predictive agent for self-efficacy.

Raeisi, et al (2005) did a research titled; the relationship between the emotional intelligence and the managers' performance in the training hospitals of Kermansha. Their research community consisted of 60 managers of different management levels in Kermansha's training hospitals, all of whom were selected as a sample group. The research findings showed that the managers' skills in the components relationship management and self-management were the strongest and the weakest components of emotional intelligence respectively. The rates of managers' skills in the components self-awareness, social awareness and self-motivation were put in the second, third and fourth place respectively. The results also revealed that there was a positive meaningful relationship between the managers' emotional intelligence and their job performance. In addition to that between each of the five dimensions of emotional intelligence and the managers' performance, positive meaningful relationships were observed.

Anbazhagan and Nagarajan (2014) in a research studied the relationship between the emotional intelligence and the employees' job performance in the treadmill factory of Tamilnadu state, India. To do that, 450 employees of the given industry were selected through stratified sampling method. The results showed that between the emotional intelligence and all of its dimensions and the job performance, also all of its dimensions and aspects in the employees, there were positive, meaningful relationships.

Irshad, et al (2014) studied the influence of the managers' emotional intelligence on the employees' performance using the mediator variable of the leadership process. Their research statistical community contained managers'.

The employees of the public service section in Pakistan. The results showed that all dimensions of the emotional intelligence except for thought facilitation had an indirect impact on the employees' performance by means of the mediator variable of the managers' leadership process.

The results of **Stage and Lee's** research (2003) have shown that the emotional intelligence compared to personality traits and intelligence quotient, makes more and better predictions of the job performance. The results also indicated that the emotion management and control have a positive, meaningful relationship with the employees' performance.

Barrick, et al (2002), putting the employees of a financial services company under investigation, reached a conclusion that they have features such as, attempts to fulfill projects and duties, attempts to perform tasks at the highest level, attempts to cooperate and participate with other partners, they were more motivated to make progress, their job performances were higher, particularly their tendency to perform the responsibilities was as high as possible and this fact had more and stronger relationship with the job performance.

HYPOTHESES

- H1 : There is a meaningful relationship between the emotional intelligence and the managers' performance
- H1a : There is a meaningful relationship between the managers' self-awareness and their performance
- H1b : There is a meaningful relationship between the managers' self-control and their performance
- H1c : There is a meaningful relationship between the managers' self-motivation and their performance
- H1d : There is a meaningful relationship between the managers' empathy and their performance
- H1e : There is a meaningful relationship between the managers' social skills and their performance.

4. THE RESEARCH METHOD

The research method, depending on the nature of the research , has been a description of the type of correlation .The statistical group in this study contained the senior managers of all branches of Iranian Melli banks all around the Mazandaran state (146 individuals) among which 108 managers were selected as a sample group through Kerjesy and Morgan tables and simple random sampling method .The questionnaire of emotional intelligence was completed by the managers themselves and the questionnaire of managers' performance assessment was replied by 108 employees of these managers . For data collection, in this study we made use of library and field methods. In the field method we applied two Shiring's questionnaire of emotional intelligence containing 33 questions on the five components (self- awareness, self-management, self-motivation, social awareness, relationship management). The answer choices were based on the degree and order (always, often, sometimes, hardly ever, never). The second questionnaire was the one created by the researcher about the managers' performance including 30 questions with the Likert's five choices (strongly disagree, disagree, have no idea, agree, strongly agree) which the scores of 1 to 5 are assigned respectively. Cronbach alpha score of items in both questionnaires is given in table 1, separately.

TABLE 1: THE RESULTS OF CRONBACH ALPHA TEST FOR DIFFERENT DIMENSIONS OF QUESTIONNAIRES

Cronbach alpha score	Agent
77%	Self-awareness
80%	Self-control
81%	Self-motivation
85%	empathy
86%	Social skills
82%	Emotional intelligence
79%	Personality traits
83%	behavioral features
88%	work results
84%	Managers' performance

For data analysis we used descriptive statistical indicators such as frequency, percentage, frequency distribution tables, mean, standard deviation .in inferential statistics, based on the rating quality of data, we applied the K-S test and due to normal distribution of data we used Pierson correlation test and then step by step regression with the help of the software SPSS.

5. THE ANALYSIS OF DATA AND RESEARCH FINDINGS

The results driven from the analysis of respondents' demographic information showed that all of managers and most of employees were males. most of the managers was more than 40 years old. About more than half of employees under study were more than 35 years old. Around half of managers and employees had B.A. degrees and a few of them had the high school diplomas. The number of individuals with higher educational degrees (M.A. degree and higher) for managers was nearly a quarter but for the employees was very low .Almost all of managers had experiences of more than 20 years but about the employees the results showed that most of them had experiences below 20 years.

TABLE 2: STATUS OF EMOTIONAL INTELLIGENCE STATEMENTS IN RESPONDENTS

Standard deviation	Mean	Parameters	row
63%	84/2	Self-awareness	1
54%	40/3	Self-control	2
68%	38/3	Self-motivation	3
57%	05/3	empathy	4
69%	41/3	Social skills	5
51%	20/3	Emotional intelligence	6

As it can be seen in table 2 the respondents have evaluated their emotional intelligence above the average. The spectrum of obtained averages extends from 2/84 for; self-awareness; to 3/41 for; social skills.

TABLE 3: THE STATUS OF THE MANAGERS' PERFORMANCE

Standard Deviation	Mean	Parameters	Row
72%	89/3	Personality traits	1
65%	72/3	Behavioral features	2
62%	93/3	Work results	3
68%	84/3	Managers' performance	4

As the data inserted in the table 3 shows ,the respondents have evaluated the status of the managers' performance above the average and somewhat good. Among the three variables examined ,the work results with the average of 3/93 has gained the highest mean .personality traits with the average of 3/89 is in the second place and finally the behavioral features with the average of 3/72 stands in the last place.

The results driven from the analysis of dimensions of the managers' performance questionnaire also showed that the employees under study evaluated the status of their managers' performance in all of the three dimensions, that is, personality traits, behavioral features and work results, above the average and to a degree good.

TABLE 4: THE RESULTS OF RESEARCH HYPOTHESES TEST

Test result	P.Value	Correlation coefficient	Hypothesis
Rejection of zero hypothesis	00%	825%	main
Rejection of zero hypothesis	00%	724%	H1a
Rejection of zero hypothesis	00%	595%	H1b
Rejection of zero hypothesis	00%	668%	H1c
Rejection of zero hypothesis	00%	775%	H1d
Rejection of zero hypothesis	00%	756%	H1e

The results of the research hypotheses test showed that between the emotional intelligence and its dimensions and the performance of Melli bank's managers, there was a positive meaningful relationship. Therefore in all cases, the rejected zero hypothesis and the contrary hypothesis or the research hypothesis have been proved.

Based on the correlations between all the agents of emotional intelligence, the step by step regression was taken from the predictive variables correlative to the criterion variable, that is, the managers' performance whose results are given below.

To determine the multiple correlation coefficient between variables, all the predictive variables were put in the multi-variable regression equation by the step by step method. The regression model recognized all the agents as predictive agents in the managers' performance.

TABLE 5: THE BRIEF REGRESSION MODEL

MODIFIED R2	R2	R	MODEL	ROW
598%	601%	775%	EMPATHY	1
638%	645%	803%	SELF-AWARENESS	2
673%	683%	826%	SOCIAL SKILLS	3
686%	697%	835%	SELF-MOTIVATION	4
681%	690%	831%	SELF-CONTROL	5

For the first agent; empathy; the multiple correlation coefficient (R) equals %775 and the square of the modified multiple correlation coefficient (R2) is %598 which shows 59/8 percent of the variance of the managers' performance can be explained by this agent. When the second agent; self-awareness; comes, the multiple correlation coefficient (R) becomes %803 and the square of the modified multiple correlation coefficient (R2) equals %638 which shows 63/8 percent of variance of the managers' performance can be explained by these two agents. With the arrival of the third agent; social skills; the multiple correlation coefficient (R) is %826 and the square of the modified multiple correlation coefficient (R2) equals %673 which shows 67/3 percent of the variance of the managers' performance can be explained by these three agents. When the fourth agent; self-motivation; comes, the multiple correlation coefficient (R) becomes %835 and the square of the modified multiple correlation coefficient (R2) equals %686 which shows 68/6 percent of the variance of the managers' performance can be explained by these four agents. Ultimately with the arrival of the fifth agent; self-control; the multiple correlation coefficient (R) is %831 and the square of the modified multiple correlation coefficient (R2) becomes %681 which shows 68/1 percent of the variance of the managers' performance can be explained by the sum of these agents.

TABLE 6: THE MEANINGFULNESS TABLE OF THE MODEL

P	F	FREEDOM DEGREES	TOTAL SQUARES	MODEL	ROW
00%	904/159	1	738/15367	EMPATHY	1
00%	331/95	2	522/16479	SELF-AWARENESS	2
00%	529/74	3	992/1744	SOCIAL SKILLS	3
00%	351/59	4	539/17822	SELF-MOTIVATION	4
00%	073/77	5	702/17626	SELF-CONTROL	5

To determine the meaningfulness of the regression, we made one-agent variance analysis (ANOVA). Based on the score of meaningfulness level (%00) which is smaller than its critical value %05, it can be concluded that the resultant regression is meaningful for all the assumed agents.

TABLE 7: REGRESSION COEFFICIENTS

MEANINGFULNESS LEVEL	t	t	BETA COEFFICIENT	STANDARD DEVIATION B	COEFFICIENT B	VARIABLE
00%		137/7	---	962/4	410/35	FIXED NUMBER
00%		645/12	775/0	250/0	156/3	EMPATHY
001%		586/3	319/0	234/0	839/0	SELF-AWARENESS
001%		513/3	342/0	389/0	367/1	SOCIAL SKILLS
026%		251/2	174/0	275/0	619/0	SELF-MOTIVATION
005%		854/2	212/0	264/0	754/0	SELF-CONTROL

The regression coefficients shows that the agent; empathy; with the beta coefficient of %775 could explain 77/5 percent of variance of the criterion variable, the agent; self-awareness; with the beta coefficient of %319 could explain by itself 31/9 percent of the variance of the criterion variable, the agent; social skills; with the beta coefficient of %342 could explain by itself 34/2 percent of the variance of the criterion variable, the agent; self-motivation; with the beta coefficient of %174 could explain by itself 17/4 percent of the variance of the criterion variable and the agent; self-control; with the beta coefficient of %212 could explain by itself 21/2 percent of the variance of the criterion variable.

6. DISCUSSION AND CONCLUSION

The results of the research main hypothesis showed that there was a positive, meaningful relationship between the emotional intelligence and the managers' performance in the Melli banks of Mazandaran province. The findings of the present research correspond with the findings of researches by Hashemi, et al (2013), Safari and Abedi (2012), Heydarifar, et al (2011), Arab, et al (2011), Nasiripur met all (2011), Rad, et al (2010), Sarafrazi and Memarzade (2010), Golparvar and Khaksar (2010), Shoostarian, et al (2009), Reisi, et al (2005), Stage and Lee (2003), Vangh and Lav (2002). They, in their researches have achieved the results as well that there is a positive meaningful relationship between the emotional intelligence and the managers and the employees' performances. The results of the research's first hypothesis(H1a) test revealed that there was a positive, meaningful relationship between the self-awareness and the performances of the managers under study. The findings of researches done by Hashemi, et al (2013), Safari and Abedi (2012), Heydari far, et al (2011), Shariatmadari and Darande (2011), Soleimani and Alibeigi (2009), Reisi, et al (2005) confirms the findings of this research. They also in their studies concluded that there was a positive, meaningful relationship between self-awareness and the performances of managers and employees.

The results of the research's second hypothesis(H1b) test showed that there was a positive, meaningful relationship between self-control and the managers' performances in the Melli banks of Mazandaran province. The findings of the present research were consistent with the findings of researches by Hashemi, et al (2013), Safari and Abedi (2012), Heydari far, et al (2011), Shariatmadari and Darande (2011) and Reiei, et al (2005). They also in their researches got the conclusion that between self-control and the performances of the managers and employees, there was a positive, meaningful relationship. However the findings of Soleimani and Alibeigi's research (2009) showed no relationship between the self-control and the managers' effectiveness.

The results of the research's third hypothesis(H1c) test also shows that between the self-motivation and the performances of the managers under study, there was a meaningful relationship. The findings of this research matched up the findings of researches by Hashemi, et al (2013), Safari and Abedi (2012), Shariatmadari and Darande (2011), Soleymani and Alibeigi (2009) and Reisi, et al (2005). Because they also in their researches concluded that there was a positive, meaningful relationship between the managers and employees' self-motivation and their performances.

The results of the research's fourth hypothesis (H1d) test showed that between the empathy and the managers' performances in the Melli banks of Mazandaran province, there was a positive, meaningful relationship. The findings of the present research corresponded with the findings of the researches by Hashemi, et al (2013), Safari and Abedi (2012), Shariatmadari and Darande (2011), Soleymani and Alibeigi, Reisi, et al (2005). They also in their researches found out that there was a positive, meaningful relationship between the managers' empathy and their performances.

The results of the research's fifth hypothesis(H1e) test showed that between the managers' social skills and their performance, there was a positive, meaningful relationship. The findings of this research were consistent with the findings of the researches by Hashemi, et al (2013), Safari and Abedi (2012), Shariatmadari

and Darande (2011), Reisi, et al (2005). They also in their researches concluded that between the managers' social skills and their performances, there was a positive, meaningful relationship. However the findings of Soleimani and Alibeygi's research (2009) showed that there was no relationship between the managers' social skills and their effectiveness.

Based on the confirmation of the present research's findings by the findings of similar researches, we can conclude that strengthening the managers' emotional intelligence and paying attention to these capabilities can play an impressive and important role in increasing their efficiency and productivity and also have a direct influence on their performances.

According to the research findings, seemingly an increase in the Melli bank managers' skills of emotional intelligence can lead in their more recognition of their own features and personality traits, emotion management and self-control, empathy with others and getting along with different traits, dedication to work and giving services, understanding the personal differences, having transparent relationship with others and eagerness to group work. Naturally, any individual with these characteristics can perform the tasks with more motivation and energy, consequently show better performance. This fact has been proven through this research and other similar studies. A person with emotional intelligence that can monitor his or her behaviors, communicate with people around easily and off course people admit them pleasingly.

The managers with high capability of emotional intelligence show a constructive, efficient treatment of others, make use of their positive feelings and emotions in decision making, and have better performance in the workplace. They also confronting stressful situations and psychological problems dominate themselves, are less likely to get irritated, depressed or leave work and try to achieve their ideal aim. Low emotional intelligence in the working area, undoubtedly can have a damaging effect on the ultimate results and if continues, it can lead in the organization collapse. (NasiriPur, et al, 2011).

7. SUGGESTION

Based on the studies and the research hypotheses test and the confirmation of the relationship between the emotional intelligence and the managers' performance, the following suggestions are proposed.

1. Appointing managers with high emotional intelligence to the management section of the bank branches
2. Holding workshops and different training classes to upgrade the managers and employees' emotional intelligence
3. planning certain courses relevant to emotional intelligence in universities for preparing managers and employees with high emotional intelligence.
4. Encouraging successful managers by bank officials to increase their self-confidence and strengthen managers' self-awareness and self-motivation
5. Holding consultation classes for managers and employees to increase their empathy
6. Holding cultural and sport classes to increase cheerfulness and create a friendly atmosphere for managers and employees
7. Teaching social and communicational skills to the managers through workshops.

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