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Analyzing the relevance between the employees' EQ and the satisfaction rate of the clients of the Kish branch of Tejarat Bank

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ABSTRACT

The main aim of this study is to analyze the relevance of the EQ of the Kish islands' Tejarat bank, and the satisfaction rate of its clients, based on a descriptive- analytic method. The general way of study is that of a practical one. The analytical population consists of all of the employees (N=47), and some of its clients (N=274), who were selected by simple random sampling. The data required were gathered by two standard questionnaires or surveys; that of the two which considered the EQ of the employees, had been designed to pose questions from four aspects: self-awareness, self-justification, sympathy and their social skills. That which considered the clients' satisfaction rate, was designed separately. Considering the reliability of the questions, 20 questionnaires were distributed between both the clients and the employees; the reliability was calculated with employing the alpha Cronbach value, which was significant to 0.85 for that of the employees, and 0.95 for that of the clients. Subsequent to this, the descriptive and analytical assessment of the data gathered was performed by privileging from Spearman's correlation value test and the software Spss. The results indicated that the correlation values for the factors social skills, sympathy, self-adjustment and self-awareness were significant to 0.355, 0.32, 0.215 & 0.18 (corresponding to the facts in the order mentioned). Therefore, it is recommended that in order to gain their clients satisfaction and to attract loyal ones, managers should increase the emotional intelligence of their employees and arrange courses in order to achieve this goal.

Keywords: emotional intelligence, social skills, client satisfaction, banking industry

INTRODUCTION

In the current age, the progress of each society is highly dependent on the type and performance of the activities which are being carried out in its organizations. Therefore, it may be said that the employees of these organizations play roles in the quality of the performance of these activities, as well as their progress and success. In order to fulfil their role, they need to equip with the knowledge, skills, attributes and the competency which is required to do so [2]. In addition to the employees being the life force of each and every organization, one should bear in mind the fact that they also play a defining role in acquiring, designing and retaining a suitable and relevant work environment for the other employees. The current situation is such that having energetic and innovative employees is considered the greatest source of an organization [3]. Management literature indicates that management skills, and in general emotional intelligence, play great parts in the success of an occupational environment [3]. Emotional is considered an important factor in programming human resources, selection and assessment, improving management, relationships with clients and designing occupations or jobs. Those who approve of the emotional intelligence theorem, believe that conventional intelligence (IQ), has little say in the success of the employees, whilst EQ enables them to achieve greater successes. Most recently, EQ has been the center point of many scientists' attention and the result of various studies indicates that it at least of the same important as IQ in the success of individuals and companies, both. EQ has three different aspects; cognition, emotional control and the emotions of one's self. In other words, those who have higher EQ's, are able to combine the three aspects of emotion, as mentioned, with each other more successfully. EQ tries to explain the importance of emotions and feeling in the success of an individual [4]. The researches indicate that the employees of the sales sector who have a higher EQ, better manage to understand the emotions of their subordinates and clients and in higher management roles, EQ is considerably higher. [3]. until now, many researchers have been performed considering the assessment of emotional intelligence,

its aspects and its relevance with other variables. Taking EQ and its relevant use in human relationships, understanding one selves and others emotions, self-restrain and dominance over sudden wants and intentions, being sympathetic with others and the use of emotions in thought and cognition, are what EQ is about, which was first mentioned by Slowly and his colleagues in Yale university [6]. Those with high EQs, tend to cope with others better and will not allow stress and anxiety prevent them from successfully finding a solution for their problems. Such individuals increase their sincere attention to others, calm their mind rapidly and with no difficulty, therefore opening the doors inner understanding and innovative ideas to themselves. EQ helps decrease individuals' problems by improving mental health, the ability to sympathize with others, social amity, emotional wellbeing and satisfaction of life. It also helps improve social connections and relationships [7].

There is no doubt that the quality of the product or service provided is a paramount factor in obtaining customer satisfaction; however, it is not enough by itself. In reality, most costumers leave the service providing center due to emotional reasons and never return there. They do not like to be handled in a way that they do not appreciate or to have a bad relationship with the employees. The results of the cooperation of the productive- servicing companies reveal that 70% of the total costumer loss is due to reasons in relevance with emotional intelligence. Today, the basis of a costumer's selection are not only reasonable prices, variety, services or the place which they are offered, but rather considers emotions such as reliance and appropriate relationships which take shape when a service or product is being received by them. In a time when all services can be copied and mass produced, what is the main factor of success? Many researchers find that creating a positive sense and a good memory and the prevention of bad memories in costumers, is the key to organizations' and companies' success [1]. There is no doubt that the banking industry will become saturated which will eventually lead to introversion. According to this, creating an appropriate basis for aligning the national banking industry with that of the world, is of vital importance. Therefore and with this background, the main aim of this study is: analyzing the relevance between the employees' EQ and the rate of satisfaction of the clients of the Kish branch of Tejarat bank.

METHODOLOGY OF RESEARCH

In descriptive researches, the population may be studied using surveying. Surveying is defined as a method of gathering data and information, based on a design and plan, which may act as a descriptive, predictive guideline to process the information. Descriptive surveying attends to describe special situations in a certain environment, is used test different theories and to answer research questions and consists of the two phases of description and conclusion. Since this study has been performed in a living and active organization and its results may be used to practically solve executioner issues, it is considered an applied research as well. The research questions were designed to determine the description of the circumstances, structure, needs, internal marketing in the process of client orientation. Surveying was performed by studying documents and evidence gathered from the libraries and randomly from the internet. The conceptive module of this research is as shown in figure 1.

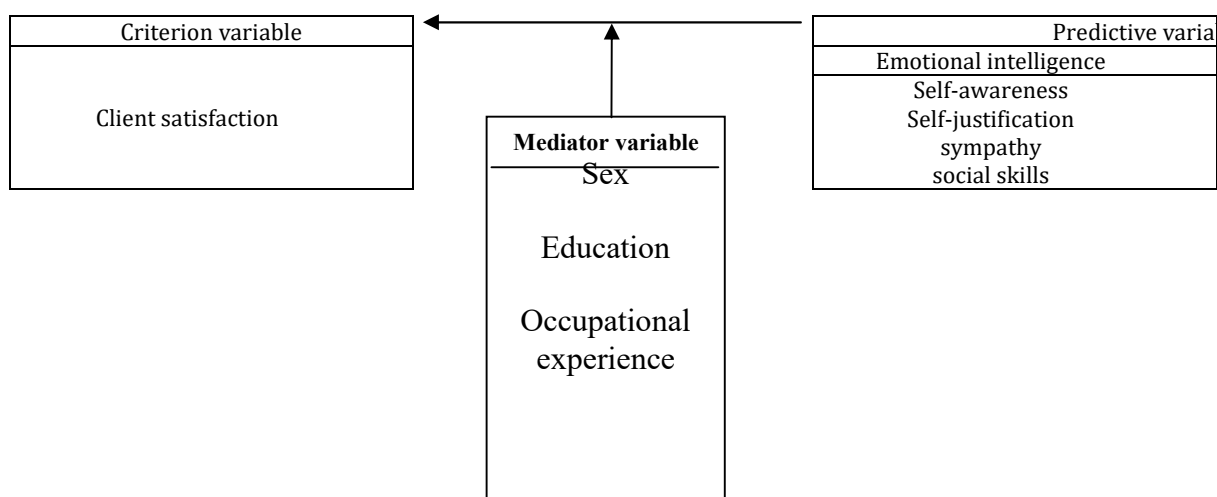


Figure 1; research concept module

According to this module, these assumptions were designed considering the study:

Main assumption:

There exists a relevance between the emotional intelligence of the employees with the clients of Tejarat bank.

Corollary assumptions:

There exists a relevance between the employees' self-awareness and client satisfaction

There exists a relation between employees' self-justification and client satisfaction

There exists a connection between the employees' sympathies and client satisfaction.

There exists a relevance between the employees' social skills and the client satisfaction rate.

In this study, the statistical population consists of both the clients and the employees of Tejarat bank, Kish branch.

$$n = \frac{1800 \times 1.96^2 (0.5)(0.5)}{(1800 - 1)(0.05)^2 + (1.96)^2 (0.5)(0.5)} = \frac{1728.72}{5.4579} = 317$$

According to the equation above, the statistical population of this study consisted of 317 members of both the employees and the clients of the bank, which were selected randomly. Kish Island, only 43 of these 317 members are employees, and the other 274 were selected from the clients. Surveys were distributed amongst both groups. Since the selection of the items which were to be present in the questionnaire were selected based on an extensive literature study and were approved throughout the research by all the experts, it is both reasonable and acceptable to claim that the instrument that the data were gathered by, is reliable. To assure the reliance of the questionnaire, first 30 of them were distributed between the members of a sample population, and subsequent to this and gathering them, the alpha Cronbach value was determined using the Spss software for each question.

| Factors | Alpha Cronbach value |
|---------------------|----------------------|
| Employees' EQ | 0.85 |
| Self-awareness | 0.70 |
| Self-justification | 0.76 |
| Sympathy | 0.88 |
| Social skills | 0.70 |
| Client satisfaction | 0.95 |

Table 2; reliability determination

Due to all the alpha Cronbach values being above 0.7, it is assured that the questions are highly reliable. In this study, the relevance between the variables is assessed using regression, due to the reason that it is to be determined that whether or not such a significant relevance exists between two variables, and the fact that the regression method shows the influence of the independent variable on that which is dependent and applies to determine the relevance between these two types of variables. Due to the mentioned reasons, the use of this method is appropriate in testing the assumptions made previously.

RESULTS

Before assessing the assumptions, the data normality should be attended to. To achieve confidence considering the normality or abnormality of the data, the Kolmogorof-Smirin of test should be performed and the results examined. The table below represents the results of this test.

| | Employees' Emotional intelligence | | | | Client satisfaction |
|-------------------------|-----------------------------------|--------------------|----------|---------------|---------------------|
| | Self-awareness | Self-justification | Sympathy | Social skills | |
| Kolmogrof-Smirinof test | 1.66 | 2.42 | 2 | 2.57 | 5 |
| Significance level | 0.008 | 0.00 | 0.001 | 0.00 | 0.00 |

Table 2; data normality test

In accordance with the significance levels represented in the above table, since they are all smaller than 0.05, it may be said that for all the factors, the assumption of the data being normal is dismissed.

Main assumption:

There exists relevance between the employees' emotional intelligence and the client satisfaction, in Tejarat bank

| | | |
|---------------------------------|-----------------------------|---------------------|
| Factor | Correlation test | Client satisfaction |
| Employee emotional intelligence | Spearman's correlation test | 0.33* |

| | | |
|--|-------------------|-----|
| | Significance rate | 0.0 |
|--|-------------------|-----|

*correlation is of meaning when below 0.05 (two sided).

Table 3; correlation between employee's emotional intelligence and client satisfaction

Spearman's correlation test is employed to study the corollary assumptions.

- There exists a relevance between employees' self-awareness and client satisfaction in Tejarat bank.

| Factor | Correlation test | Client satisfaction |
|---------------------------|-----------------------------|---------------------|
| Employees' self-awareness | Spearman's correlation test | 0.18 |
| | Significance rate | 0.0 |

*correlation is of meaning when below 0.05 (two sided).

Table 4; correlation between employees' self-awareness and client satisfaction

As it is evident from table 4, the significance rate is 0.0, which is under 0.05, therefore the correlation between employees' self-awareness and client satisfaction is significant to 0.18 in the reliability level of 95%, which shows a weak and direct relevance between the two factors mentioned.

- There exists a relevance between employees' self-justification and client satisfaction in Tejarat bank.

| Factor | Correlation test | Client satisfaction |
|-------------------------------|-----------------------------|---------------------|
| Employees' self-justification | Spearman's correlation test | 0.215* |
| | Significance rate | 0.0 |

*correlation is of meaning when below 0.05 (two sided).

Table 5; correlation between employees' self-justification and client satisfaction

As it is shown in table 5, significance rate is equal to 0.0, which is smaller than 0.05. Therefore the correlation between employees' self-adjustment and client satisfaction is significant to 0.215 in the reliability level of 95%, which shows a weak and direct relevance between the two factors mentioned.

- Between the employees' sympathy attribute and client satisfaction, a relevance exists.

| Factor | Correlation test | Client satisfaction |
|---------------------|------------------------|---------------------|
| Employees' sympathy | Spearman's correlation | 0.32* |
| | Significance rate | 0.0 |

*correlation is of meaning when below 0.05 (two sided).

Table 6; correlation between employees' sympathy and client satisfaction

As it can be observed from table 6, significance rate is equal to 0.0, which is smaller than 0.05. Therefore the correlation between employees' sympathy and client satisfaction is significant to 0.32 in the reliability level of 95%, which shows a weak and direct relevance between the two factors mentioned.

- There exists a relevance between employees' social skills and client satisfaction in Tejarat bank.

| Factor | Correlation test | Client satisfaction |
|---------------|------------------------|---------------------|
| Social skills | Spearman's correlation | 0.355* |
| | Significance rate | 0.0 |

*correlation is of meaning when below 0.05 (two sided).

Table 6; correlation between employees' sympathy and client satisfaction

As it is observable from table 7, significance rate is equal to 0.0, which is smaller than 0.05. Therefore the correlation between employees' social skills and client satisfaction is significant to 0.355 in the reliability level of 95%, which shows a weak and direct relevance between the two factors mentioned.

- **Studying the importance of demographic factors in the main variables of the study**

The table below shows the result of the non-parametric test for two independent samples (Man-Whitney's test) in an abnormal population with the means of determining the importance of the factor gender considering the factors affecting the emotional intelligence of the employees, such as sympathy, self-awareness, self-adjustment and social skills. In addition to the results of Man-Whitney's test, this table shows the rates of significance as well. If this rate is below 0.05, then with a 95% certainty it is to be said that the zero assumption claiming that the average of the factors considered is not effected by gender, is to be declined.

| | Self-awareness | Self-adjustment | Sympathy | Social skills |
|--------------------|----------------|-----------------|----------|---------------|
| Man-Whitney's test | 147 | 156 | 148 | 125 |
| Significance rate | 0.57 | 0.76 | 0.59 | 0.16 |

Table 8; equality in the average of the factors test, considering gender

As it is evident in the above table, since the significance rate in all factors is higher than 0.05, the assumption of equality in the average of the means, when gender is considered is accepted with a reliability of 95%. Hence the aim is to test the equality of the means in different factors with the consideration of age. To test this assumption, the Kruskal-Wallis test is employed. The results are as follows.

| | Self-awareness | Self-adjustment | Sympathy | Social skills |
|-------------------|----------------|-----------------|----------|---------------|
| Kai Scouer test | 8.27 | 7.28 | 8.89 | 10.63 |
| Freedom degree | 3 | 3 | 3 | 3 |
| Significance rate | 0.041 | 0.063 | 0.031 | 0.014 |

Table 9; the equality of means of different factors, with the consideration of gender

According to the results above, it is observed that the significance rates for sympathy, self-awareness and social skills are below 0.05, meaning that for these factors, the assumption of equality for means when age is considered, is rendered obsolete with a certainty of 95%; however, it is accepted with the same certainty rate for the factor self-adjustment. We now attend to the assumption of equality for the mentioned factors considering the different levels of education received by the employees. The results are shown in the table below.

| | Self-awareness | Self-adjustment | Sympathy | Social skills |
|-------------------|----------------|-----------------|----------|---------------|
| Kai Scouer test | 0.56 | 6.61 | 3.92 | 3.97 |
| Freedom degree | 2 | 2 | 2 | 2 |
| Significance rate | 0.75 | 0.037 | 0.14 | 0.14 |

Table 10; equality of the means of different factors, education received considered

According to the results of the table above, it is observable that the significance level for self-adjustment is lower than 0.05, therefore it can be said that with a certainty of 95%, social self-adjustment is not under the influence of the education received, in opposition to the others.

| | Self-awareness | Self-adjustment | Sympathy | Social skills |
|-------------------|----------------|-----------------|----------|---------------|
| Kai Scouer test | 0.86 | 3.82 | 5.63 | 2.32 |
| Freedom degree | 2 | 2 | 2 | 2 |
| Significance rate | 0.65 | 0.15 | 0.06 | 0.31 |

Table 11; equality of the means test for different factors, experience levels considered

According to the above table, it is evident that the significance rate for all of the factors is higher than 0.05, therefore making it possible to claim with a certainty of 95% that the assumption of the affectivity of experience levels on different factors is acceptable.

CONCLUSION AND RECOMMENDATIONS

The results of the study indicate that a positive relevance exists between the two factors of the emotional intelligence of the employees and the satisfaction level of the clients of the Tejarat bank. The results of the studies performed around the globe show that relevant emotional intelligence aids organizational performance from many aspects. In the following part of this article, some applicable recommendations have been made:

Self-awareness:

- ✓ It is recommended that the employees learn how to identify their feeling in every moment and to assess their skills with the help of the priorities they have to guide their decisions. From Goleman's aspect, the main basis of this act is self-esteem. Meaning that introducing the employees with the different techniques of self-esteem, they are able to know themselves better, identify their skills and therefore, make the right decisions in both their life and work.

- ✓ The abilities considering the duty they are to be bestowed with of those who are being attracted to the organization, should not be ignored. Different factors such as education, fields of expertise, certificate, and in general their competence should be assessed in the process of their attraction.
- ✓ The employees should solve their problems with apparent relationships, and try to form strong bonds between themselves and their fellow employees and their clients, in order to improve their performance.
- ✓ Leaders and managers should provide for an environment which doesn't damage the assessment of one's self, therefore making self-awareness and self-efficiency completely devoid of damage.

Self-justification

- ✓ It is recommended that the employees be taught to control their emotions and feelings. For instance when asked various questions, they must be able to answer with utmost patience in order to preventing the bank's or the financial organization's image from receiving damage. For this issue, methods of self-calming are recommended; which is one of the communicative methods that teaches an individual how to correctly interact with others and how to restrain their emotions.
- ✓ Management of an individual's feelings and emotions, leads to their success.
- ✓ With improving their innovation, employees will be able to have a better understanding of their inner feelings, adjust them with their current situation and prevent wrong a hurried decisions based on them.

Sympathy

- ✓ It is recommended that the employees learn how to understand others feelings and maintain a sincere connection with them. This causes the clients to feel valued and that their needs are considered important. Each and every one of the employees should improve this skill within themselves, in order to gain control over their relationship with their client.
- ✓ Maintaining and retaining a healthy and friendly communication with the clients leads to higher performance and client satisfaction.

Social skills

- ✓ It is recommended that the employees raise their social information and knowledge in order to be able to provide the clients with better services, and be successful in their interactions with them. One of the many ways of understanding emotions is paying attention to one's body language.
- ✓ In the process of attracting human resources, a financial organization must take mental abilities, the education of the employees considering their abilities in decision making, their flexibility, problem solving management, contradiction management and change management skills in to their consideration.
- ✓ It is recommended that in an organization, managers should encourage employees to consulting each other and making decisions as a group.
- ✓ It is recommended that in addition to training, motivation should be considered alongside that in order to improve occupational satisfaction and to solve the clients' issues which have presented themselves.

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