The effect of emotional intelligence on job engagement and organizational performance

El efecto de la inteligencia emocional en el compromiso laboral y el desempeño organizacional

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Abstract

Emotional intelligence is a matter that attempts to describe and change the position of emotions, feelings and capabilities of human being. What differentiates every organization's human resource from other rival organizations is employees' job engagement. Organizations have been set up for the purpose of getting to specific objectives, and getting to objectives (organizational effectiveness) and proper usage of resources (efficacy) would entail staff's performance. From the view point of applied purpose and data gathering this research is descriptive/survey. The statistical population includes employees of the banks of Famenin, consisting of 90 people. According to Morgan table the sample size was determined to be 80 individuals. The sampling method was stratified sampling. Questionnaire was used for gathering data. For validity assessment, content validity and confirmatory factor analysis was used, and the results showed that factor analysis was proper for identification of factor model structure. For reliability assessment Cronbach's alpha was used and the results showed that each component of the research questionnaire was more than 0.7. Data analysis was done through Modeling of structural equations by LISREL and SPSSsoftwares. The results indicated that emotional intelligence had a positive and significant effect on the employees' job engagement and on their performance of the banks of Faminin. The results of other sub-hypothesis of 1 and 2 indicated that all components of emotional intelligence (self-awareness, self-management, social awareness, relationship management) had a positive and significant effect on the employees' job engagement and on their performance of the banks of Faminin.

Emotional Intelligence, Job Engagement, Organizational Performance, Managers, Organizational Staff

Resumen

La inteligencia emocional es una cuestión que intenta describir y cambiar la posición de las emociones, los sentimientos y las capacidades del ser humano. Lo que diferencia al recurso humano de cada organización de otras organizaciones rivales es el compromiso laboral de los empleados. Se han establecido organizaciones con el propósito de alcanzar objetivos específicos, y lograr los objetivos (eficacia organizacional) y el uso adecuado de los recursos (eficacia) implicarían el desempeño del personal. Desde el punto de vista del propósito aplicado y la recopilación de datos, esta investigación es descriptiva / encuesta. La población estadística incluye empleados de los bancos de Famenin, que consta de 90 personas. De acuerdo con la tabla de Morgan, se determinó que el tamaño de la muestra era de 80 individuos. El método de muestreo fue muestreo estratificado. El cuestionario se utilizó para recopilar datos. Para la evaluación de la validez, se utilizó la validez del contenido y el análisis factorial confirmatorio, y los resultados mostraron que el análisis factorial era apropiado para la identificación de la estructura del modelo del factor. Para la evaluación de confiabilidad se utilizó el alfa de Cronbach y los resultados mostraron que cada componente del cuestionario de investigación era más de 0,7. El análisis de datos se realizó a través del modelado de ecuaciones estructurales por LISREL y SPSSsoftwares. Los resultados indicaron que la inteligencia emocional tuvo un efecto positivo y significativo en el compromiso laboral de los empleados y en el desempeño de los bancos de Faminin. Los resultados de otras subhipótesis de 1 y 2 indicaron que todos los componentes de la inteligencia emocional (autoconciencia, autogestión, conciencia social, gestión de relaciones) tuvieron un efecto positivo y significativo en el compromiso laboral de los empleados y en su desempeño de los bancos de Faminin.

Inteligencia Emocional, Compromiso con el Trabajo, Desempeño Organizacional, Gerentes, Personal Organizacional

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Introduction

One of the most important and interesting areas of research in recent years has been the issue of emotional intelligence, which is widely used in the field of occupational and social affairs. Emotional intelligence involves the ability to receive emotions; to coordinate emotions and feelings;to understand emotional information; and tomanage emotions (Sobhaninejad, Pozbashi, 2008).As in the human world and in the turbulent life of human beings, people enjoyinga high level of intelligence aresuccessful and efficient,it will definitely be the same in the organizational world especially because as time passes and with the advent of science and technology and the emergence of new needs and challenges, organizations are getting more complicated and more difficult to manage.

This makes sense when we accept that in today's organization, in addition to the vast and creative source of human intelligence, intelligent machines also play an important role in the organizational processes (Raisey et al., 2008).Awareness of the emotional intelligence of individuals in an organization can help managers solve many problems because when they admit that humans differ in terms of emotional intelligence, they will not seek to expect the same behavior from all employees. Many managers tend to be strict and cannot establish a good relationship with employees.They cannot change the business environment; organizational culture; work and technology process. Despite having a good technical knowledge, these managers cannot be successful (Cooper, Sawaf, 2006).

The future of organizations is in the hands of their employees and staff. This reveals the importance of human resources more than ever. Attracting people, training them, using and keeping them in order to achieve organizational goals are strategic tasks.One of the important structures and having recently attracted psychologists' attention is the employees' occupational commitment that can distinguish the human resources of any organization from that of other competing organizations. Job engagement refers to energy, occupational attachment, and professional effectiveness, and it is characterized by strength (activity), self-devotion (high identity), and attraction (Maslach,Leiter, 1997).Job engagement means a positive affective state characterized by three dimensions of power (force), sacrifice, and absorption.

Evidences from other job groups suggest that most of the employees with better physical conditions and employed in a more productive state of affairs have a more positive attitude to their work; are more committed; have more job satisfaction and engagement; and are less incentive to quit or change their jobs (Schaufeli, Bakker, 2004).Empirical research on occupational engagement states that high levels of commitment contribute to increase the organizationalcommitment; job satisfaction; health and wellness development; over-role behaviors; higher performance; learning motivation; personal innovations; and to reduce absenteeism and intent to quit (Schaufeli, Salanova, 2007).

Function is one of the most commonly used words in various sciences, especially management. Organizational performance refers to the degree to which employees perform the tasks given to them under certain working conditions (Georgellis, et al., 2012).Functionality is defined as the total values expected by the organization and consisted of distinct behavioral elements that a person performs over a given period of time. The current and future era is the age that Peter Drucker called the "lack of continuity" or the era of open organizational systems.None of the organizational phenomena and societies today can survive and grow out of an environment that is constantly in a state of change.

The function of an individual in an organization depends on his personality and the role of the organization, as well as on the organizational success and conditions.These conditions have been studied and considered as environment, culture, feeling, communication skills, empowerment, and job performance. Resulting from employees' perceptions of the objective and tangible aspects of the organization,these structures have a positive impact on the organizational intrinsic quality, work ethic, commitment, and conscience of the individual (Aslanpour, Maleki, 2012).From the social point of view, the most interesting point for organizations is to have staffs that do their jobs well. Good performance increases the productivity of the organization, which ultimately leads to an increase in the national economy.

Effectiveness in the tasks creates a desirable job performance; therefore, organizations must focus on factors that lead to an optimal organizational performance (Barzegar, Mohammadi, 2012) in order to achieve efficiency and effectiveness in fulfilling their duties, and ultimately improve the performance of their staff.

By studying the studies and foundations related to the present research, one can see the lack of research of this kind, especially in financial institutions including banks. This research aims to investigate the effect of emotional intelligence and its components on job engagement and organizationalperformance in Famenin'sbanks in order to find out which of the factors of emotional intelligence is more effective on job engagement and organizational performance; Therefore, the fundamental question of the present research is whether emotional intelligence has a positive and significant effect on job engagement and the organizational performance (case study: employees of the banks of Famenin city).

Research Background

Several factors affect the individuals' effectiveness in the organization. One of these factors affecting individual's behavior is emotional intelligence. Emotional intelligence seems to be an evolved form of human attention in organizations and a new and desirable tool in the hands of business executives and market theorists to guide andsatisfy individuals within organizations and external customers.

Emotional Intelligence

Emotional intelligence is a subject that attempts to explain and change the position of human emotions, excitements, and abilities. IQ is not able to explain the destiny of the different people who have similar academic opportunities and conditions.At most, IQ causes only 20% of life success; 80% of successes depends on other factors, and people'sfate, in many cases, depends on the skills formed by emotional intelligence or EQ.John Mayer and Peter Salvey, in 1989, responded to the question of what contributes to the success of individuals in life, and introduced the term emotional intelligence as: Emotional intelligence is the ability to understand our emotions and excitements and others'and to use them as a guide for our thinking and actions (Golman, 1995).

Occupational Engagement

The importance of the role of human resources in organizations is undeniable, and the lack of attention to this can cause major problems for organizations.

Therefore, the need for the preservation of human resources is urgent and important (Rahimi et al., 2011).Having recently attracted the psychologists'attention and one of the important structures is the employees' occupational engagement that can distinguish the human resources of any organization from other competing organizations. Job engagement refers to energy, occupational attachment, and professional effectiveness, which is characterized by dimensions such asstrength (activity), self-devotion (high identity), and attraction (Maslach,Leiter, 1997).Job engagement means a positive affective state characterized by three dimensions of power (force), sacrifice, and absorption.

Evidences from other job groups suggest that most of the employees with better physical conditions and employed in a more productive state of affairs have a more positive attitude to their work; are more committed; have more job satisfaction and engagement; and are less incentive to quit or change their jobs (Arthur,1993).Employees' engagement is characterized by a distinct and unique structure and combination of cognitive, emotional, and behavioral components, which is, of course, related to the function of individual roles. Employees' engagement in fact involves their long-term emotional partnership and participation, and a greater proportion of employees' feelings, such as job satisfaction and commitment are of particular priority (Engardio, 2006).

Organizational Performance

Organizations have been created in order to reach specific goals and achievement of goals (organizational effectiveness) and optimal use of resources (efficiency) depend on the employees' performance.The employees' performance in an organization is examined from two perspectives: On one hand, in some studies, it is evaluated by the employeesthemselves (self-assessment method), and on the other hand, in some other studies, performance evaluation is done by managers (De& et al., 2009).Paying attention to the employees and to their job performance,in particular, as the largest and most important organizational capital is a phenomenon that has grown over the past few decades.

Having taken place in the current years and having arisen in the form of decentralization of management and directorship; the reduction of organizational layers; employee participation in the decision making process; etc., many of the changes are due to the fact that the organizations' attitudes have changed towards the work force, and employees of the organizationshave been freed from their old and deficient definition of the aftermath of the Industrial Revolution, and they are defined based on the renowned definition of valuable resources.Nowadays, industrial, commercial and even service organizations have increasingly turned to their specialized expertise; employees' satisfaction; and attachment to their human resources in order to enhance their productivity, and have connected productivity to improving the staffs' job performance and the quality of their work life (Ghasemzadeh et al., 2011).

Experimental background

– Manteghi et al. (2016) investigated the effects of job engagement on employees' performance (Case study: National Bank of Khorramabad). The results of their research show that job engagement and its affirmations have a positive and significant effect on employees' job performance.

– Marzouqi and Heidari (2016) conducted an investigation into the role of employees' commitment in the regulatory oversight relationships and their innovative self-efficacy. The results of this research showed that the employees'commitment has a positive and significant effect on the sense of innovative self-efficacy and the mediating role also influences the supervisory oversight relationships and the staffs'innovative self-efficacy.

– Barabadi et al. (2015) conducted a study on the role of job demands, job resources and, job burnout in predicting task performance. Regression analysis showed that only job burnout was predictive of task performance (p <0.01). The results of this study showed that burnout is a factor in weakening the level of duty performance.

– Heydari (2015) did a research on the role of organizational entrepreneurship in the relationship between emotional intelligence and business performance (case study: companies located in industrial towns of Sanandaj city). The results of this study showed that there is a positive and significant relationship between emotional intelligence variables such as social awareness, relationship management, self-awareness and self-management and organizational entrepreneurship,but there is no significant direct relationship between emotional intelligence and business performance; Nevertheless, using the role of mediation of organizational entrepreneurship in the conceptual model of research, the relationship between emotional intelligence and business performance (indirect relation) was confirmed.

– Gomez et al. (2015) investigated the relationship between employees' job engagement and innovation in the organization. The results of the research show that there is a positive and significant relationship between employees' job engagement and organizational innovation.

– Lenn et al. (2015) investigated the relationship between emotional intelligence and mood status. In this research, the components of emotional intelligence are self-awareness, self-management, social awareness, and relationship management. The results of this study indicate that two variables (emotional intelligence and mood status) have a significant relationship with each other.

– Band et al. (2014) investigated the relationship between emotional intelligence and organizationalflexibility. The results of this study showed that emphasis is on the importance of encouraging emotional development as a way to eliminate work stress and increase sellers' turnover.

– Gamg et al. (2014) in a research, entitled "The Study of Job Satisfaction and Job Performance in Garment Workers", concluded that job satisfaction has a positive and significant effect on employees' performance.

– Mohammad et al. (2013) did a study entitled "Assessing the Impact of Customer Relationship Management on Organizational Performance Dimensions: A Case Study in Malaysia's Hospitality Industry." The results of the research showed that all dimensions of customer relationship management are positive and have a significant impact on hotel performance from different viewpoints.

– Mangus et al. (2013) investigated the impact of supervisory oversight on employees' job engagement. The research results indicated that supervisor's support has a positive and significant impact on the level of employees' job engagement.

Conceptual Model of Research

Regarding the main variables of the research and the purpose of this study, which is to identify and investigate the relationship between these variables, the conceptual model of the research is suggested as follows:
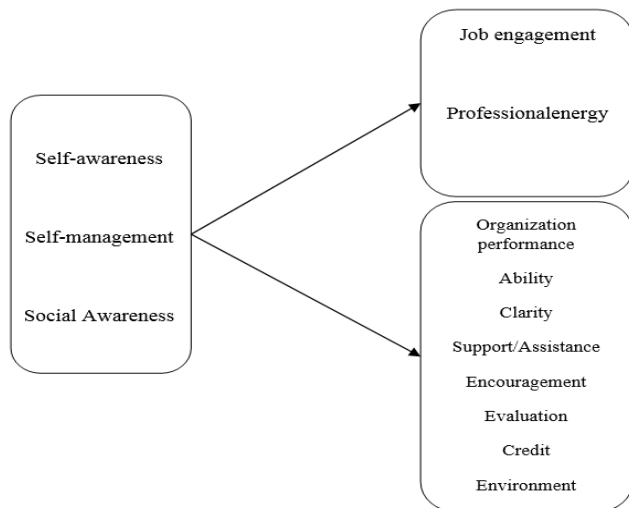

Figure 1 Conceptual model of research

On this basis, according to the conceptual model of research, the following hypotheses are tested:

– **The first main hypothesis**: Emotional intelligence has a positive and significant effect on the employees' job engagement in the banks of Famenin.

– **The second main hypothesis**: Emotional intelligence has a positive and significant effect on the employees' performance in the banks ofFamenin.

First Sub-hypotheses:

1. Self-awareness has a significant effect on the employees' job engagement in the banks ofFamenin province.
2. Self-management has a significant effect on the employees'job engagement in the banks of Famenin.
3. Social awareness has a significant effect on the employees'job engagement in the banks of Famenin.
4. Relationship management has a significant effect on the employees'job engagement in the banks of Famenin.

Second Sub-hypotheses:

1. Self-awareness has a significant effect on the bank employees' performance in Famenin.
2. Self-management has a significant effect on the bank employees' performance in Famenin.
3. Social awareness has a significant effect on the bank employees' performance in Famenin.
4. Relationship management has a significant effect on the bank employees' performance in Famenin.

Research Methodology

In general, the present research isan applied research in terms of purpose, since the purpose of the applied researches is to obtain the understanding and knowledge necessary to determine the means by which a specific need is resolved.The research is also a descriptive-survey research in terms of collecting data. In this research, the type of relationships is based on the technique of structural equations and the basis of the structural equation technique is cause and effect: Therefore, it can be said that the research method is causal.The statistical population is the bankemployees of Famenincity including 90 people. According to Morgan's table, the sample size was 80 and the questionnaires were provided using the relative stratified sampling method.

The questionnaire was arranged in four sections as follows:The first part is about demographic characteristics; the second part addresses the questions of emotional intelligence (adapted from Goldman's four-dimensional model (1995) in four dimensions of self-awareness, self-management, social awareness, and relationship management).

The third part is about the occupational engagement questions (taken from the 3-Dimensional Scheffley and colleagues (2002) in three dimensions of professional energy, dedication, and absorption);and finally the fourth part of the questionnaire deals with organizational performance (adapted from the 7-dimensional model of Hurray and Johnson (2008) including the seven dimensions of ability, clarity, support / assistance, encouragement, evaluation, credit, environment) in Likert'sfive-degree scale.Using the related theoretical foundations and the experts' views on the content of the questionnaire and in order to investigate the validity of the questionnaire, a confirmatory factor analysis method was used.

The results showed that factor analysis is suitable for identifying the structure of the factor model.Cronbach's alpha was used to measure validity of the questionnaire; its value for the emotional intelligence variable was 0.892, the job engagement variable was 0.832 and the organizational performance variable was 0/903. These values (greater than 0.7) indicate the relatively good validity of the questionnaire.

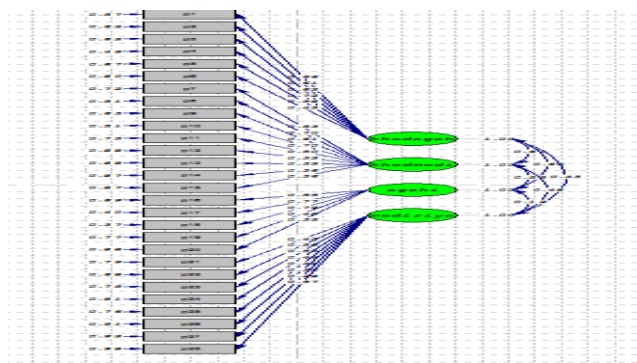**Confirmatory Factor Analysis of Emotional Intelligence**

Figure 2 The results of confirmatory factor analysis of emotional intelligence questionnaire (standard coefficients)
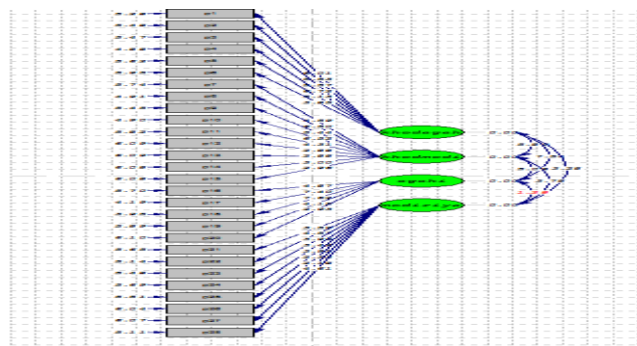

Figure 3 The results ofconfirmatory factor analysis of emotional intelligence questionnaire (t values)

As it seen in diagrams at above, all path coefficients or factor loadings have higher values. Significance t-test shows that all derived path coefficients or factor loadings are significant.

Chi-square	Degree of freedom	x^2/d	Root mean squared error of approximation(RMSEA)	Goodness of fit index (GFI)	Adjusted goodness of fit index (AGFI)	Normed Fit Index (NFI)	Comparative fit index (CFI)
599.73	344	2.44	0.09	0.65	0.59	0.56	0.71

Table 1 Summary of goodness fit indicators of Emotional Intelligence Questionnaire

The above table indicates the results of analysis in emotional intelligence questionnaire administered by confirmatory factor analysis. The suggested model was measured by LISREL software (v 8.8) through factor analysis of maximum likelihood. RMSEA indexis the mean of residues between covariance/observed correlation for the sample and expected model estimated from the population. The quantities smaller than 0.08 indicate goodness of fit while the values 0.08 through 0.10 show fitness at medium level and the quantities greater than 0.10 denote low fitness.

The value of this index amounts to 0.09 in the present analysis which signifies fitness at medium level. Indices of CFI and NFImeasure fitness of suggested model versus independence model and they are based on this assumption that there is no relationship between data. The quantity of this index may vary from 0 to 1 and they are better as they are closer to 1. The amounts of these indices are 0.71 and 0.56 in the current analysis. Similarly, Goodness of Fit Index (GFI) was also derived 0.65 i.e. at medium level.
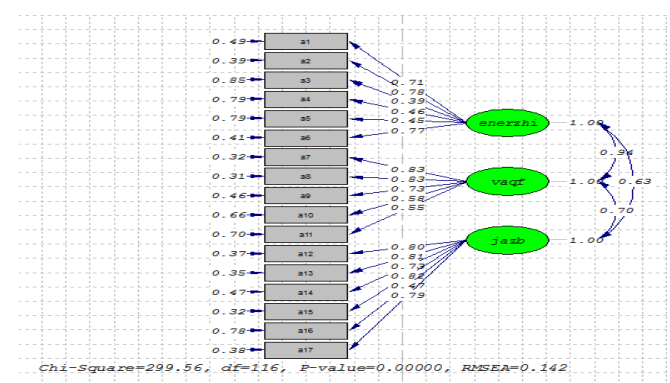
Confirmatory Factor Analysis of Job Engagement

Figure 4 Confirmatory factor analysis of job engagement questionnaire (standard coefficients)
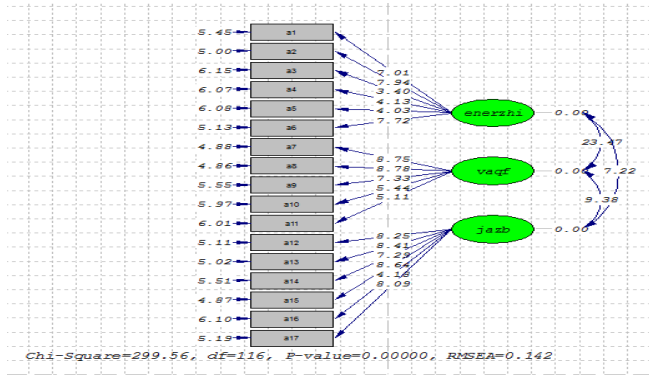
Figure 5 Confirmatory factor analysis of job engagement questionnaire (t values)

As it observed in diagrams at above, all path coefficients or factor loadings have higher values. The t-test significance indicates all of derived path coefficients or factor loadings are significant.

Chi-square	Degree of freedom	x^2/df	Root mean squared error of approximation(RMSEA)	Goodness of fit index (GFI)	Adjusted goodness of fit index (AGFI)	Normed Fit Index (NFI)	Comparative fit index (CFI)
299.56	84	2.47	0.142	0.69	0.59	0.85	0.90

Table 2 Summary of goodness fit indicators of job engagement questionnaire

The RMSEA index is the mean of residues between covariance/ observed correlation for the sample and the expected model estimated from the given population. The values smaller than 0.80 show goodness of fit at high level while the quantities of 0.08-0.10 show fitness at medium level and the values greater than 0.10 denote low fitness.

The quantity of this index amounts to 0.142 in the present analysis which signifies low fitness. Indices of CFI and NFI measure the fitness of the suggested model versus independence model and they are based on this assumption that there is no relationship among data. The quantity of these indices may vary from 0 to 1 and it is better as it is closer to 1. The values of these indices are 0.90 and 0.85 in the current analysis. Likewise, Goodness of Fit Index (GFI) was also derived 0.69 i.e. relatively good.

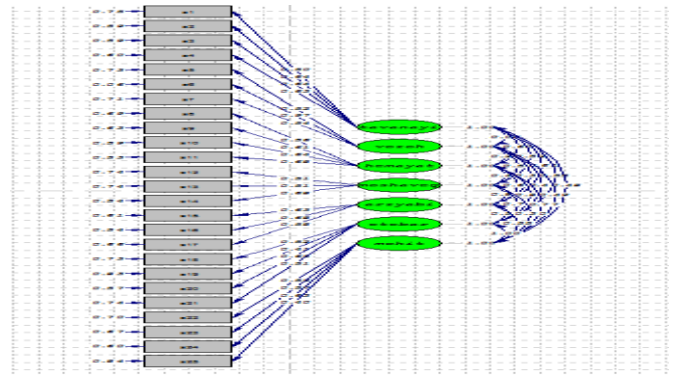**Confirmatory Factor Analysis of Organizational Performance**

Figure 6 Confirmatory factor analysis of organizational performance questionnaire (standard coefficients)
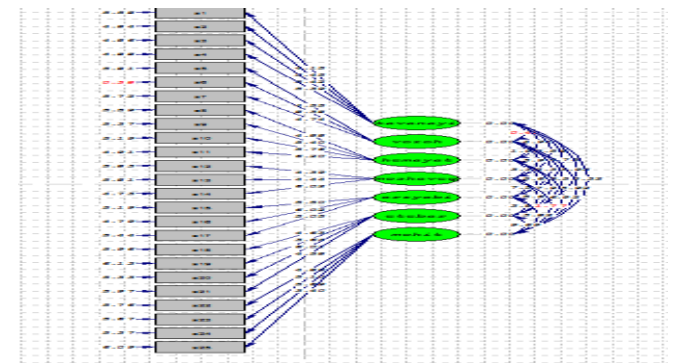

Figure 7 Confirmatory factor analysis of organizational performance questionnaire (t values)

As it seen in diagrams at above, all of path coefficients or factor loadings have higher values. T-test significance shows all derived path coefficients or factor loadings are significant.

Chi-square	Degree of freedom	x^2/df	Root mean squared error of approximation (RMSEA)	Goodness of fit index (GFI)	Adjusted goodness of fit index (AGFI)	Normed Fit Index (NFI)	Comparative fit index (CFI)
369.29	254	2.51	0.076	0.73	0.65	0.74	0.89

Table 3 Summary of goodness fit indicators of organizational performance questionnaire

The RMSEA index is the mean of residues between covariance/ observed correlation for the sample and the expected model estimated from the given population. The values smaller than 0.80 show goodness of fit at high level while the quantities of 0.08-0.10 show fitness at medium level and the values greater than 0.10 denote high fitness. The quantity of this index amounts to 0.73 in the present analysis which signifies low fitness.

Indices of CFI and NFI measure the fitness of the suggested model versus independence model and they are based on this assumption that there is no relationship among data. The quantity of these indices may vary from 0 to 1 and it is better as it is closer to 1. The values of these indices are 0.89 and 0.74 in the current analysis. Similarly, Goodness of Fit Index (GFI) was also derived 0.73 i.e. good.

Findings of the Research
Internal Correlation of Variables

Analysis in structural equations is based on correlation between research variables.Table 4 shows the correlation between research variables and their significant level. Correlation shows the type of relationship and the direction of the relationship between the two variables, and the fact that increase or decrease of one has an effect on the increase or decrease of another variable, but this correlation does not necessarily indicate the causal relationship between the variables.

Variables	(1)	(2)	(3)
(1) Emotional Intelligence	1		
(2) Job engagement	0.644**	1	
(3) Organizational performance	0.537**	0.728**	1
Number of samples	80	80	80
Correlation at the level of 0.05	Significant correlation **	Significant correlation **	Significant correlation **

Table 4 Internal Correlations of Variables

The basis of analysis is founded on the existing correlation between research variables in structured equations. Table 4 displays correlation between research variables and their significance level. The correlation shows type of relationship and its direction among two variables and what the effect of increase or decrease in each of variables is on increase or decrease of another variable but such correlation may not necessarily denote causal relation existing between variables. Table 4 shows correlation between research variables and their significance level. According to the results of Table 4, there is a positive and significant relationship between emotional intelligence andemployees' job engagement (P < 0.05, N =80, r = -0.644).

There was a positive and significant correlation between emotional intelligence and employees' performance (P <0.05, N = 80, r= -0.537).And there is a positive and significant relationship between job engagement and organizational performance (P <0.05, N = 80, r = -0.728).

Fitting the conceptual model

The figures 2 and 3 show the models in the estimation mode and the significance of factor loads and path coefficients. According to these models, we can estimate factor loads or path coefficients and then test them.The coefficients in these charts are divided into two categories: The first category is the relations between hidden variables (ovals) and obvious variables (rectangles), and these equations are called factorized loads.The second category is the relationships between some hidden variables and other hidden variables, which are referred to as structural equations and are used to test assumptions. All path coefficients are tested using T statistics.
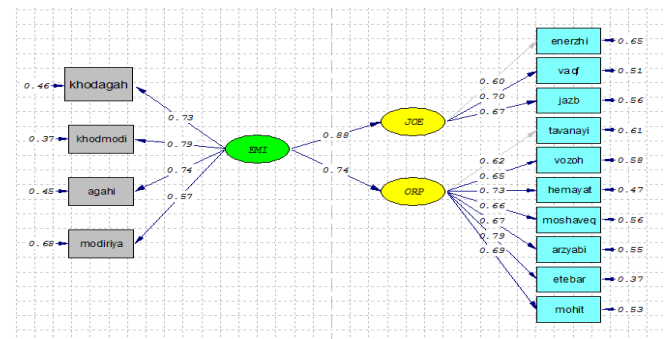

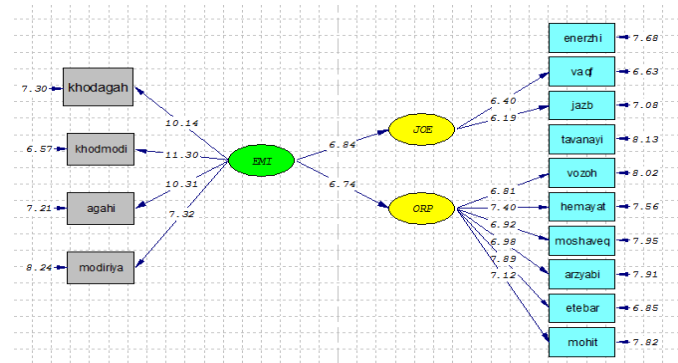Figure2. Model of research in estimation mode or standard coefficients

Figure 3 Model of research in the meaningful mode (t values)

The above diagrams show the research models in the modes of approximation and significance of factor loadings and path coefficients.

With respect to these models, one can estimate factor loadings or path coefficients and test them. The existing coefficients in these diagrams are divided into two groups. The first group includes relations between hidden variables and visible ones which are called structured equations and used for testing of hypotheses. All of path coefficients are tested using T-statistic. With respect to factor loadings, it can be implied which variable plays greater role in measurement of the given construct and which variable has the less portion. In other words, the index with greater factor loading plays greater role in measurement of the related construct and index with smaller factor loading has lesser portion.

Goodness of the Fit of the Model

To fit the structural model of research hypotheses, a number of goodness-fit indicators have been used.

Chi-square	Degree of freedom	x^2/df	Root mean squared error of approximation (RMSEA)	Goodness of fit index (GFI)	Adjusted goodness of fit index (AGFI)	Normed Fit Index (NFI)	Comparative fit index (CFI)
0.94	0.91	0.78	0.84	0.11	2.88	75	206.89

Table 5 Goodness of the fit of the final model

According to Table 5, it can be said that the data collected provides the necessary support for the given model. Based on the model calculation results, the value of the goodness of fit index of chi-square was 206.89 x^2 with a degree of freedom equaling 75 and a significant level of P = 0.000.Since Chi-square is susceptible to increase in sample size and correlations between variables, in most cases, this index is statistically significant. Therefore, other indexes were used to understand the fitting of the model.

Other fitting features of the model included the root mean squared error of approximation (RMSEA = 0.11);goodness of fit index (GFI = 0.84); adjusted goodness of fit index (AGFI = 0.78); normed fit index (NFI = 0.91); and comparative fit index (CFI=0.94). All of theseindexes indicate that the fit of the model is appropriate.

Review of Research Hypotheses

Another relationship between the hidden variables in the structural equation model is of the direct-effect sort. The direct effect, which is actually one of the components of the structural equation model, shows the direction of relationship between the two variables.This type of effect actually represents the assumed casual linear effect of a variable on another one. Within a model, each direct effectexpresses and indicatesa relationship between a dependent variable and an independent one.

Review of Main Hypotheses of Research

The first and second main hypotheses of the research	Path Coefficient	T statistic	The result of the hypothesis
The first hypothesis: Emotional intelligence has a significant effect on the employees' job engagement in the banks of Famenin.	0.88	6.84	Confirmed
The second hypothesis: Emotional intelligence has a significant effect on the employees' performance in the banks of Famenin.	0.74	6.74	Confirmed

Table 6 Results of reviewing the main research hypotheses

As shown in Table 6, the main hypotheses of the research are positively and significantly confirmed. The path coefficient of the first main hypothesis was 0.88 and the second main hypothesis was 0.74.The t-statistic shows a meaningful amount that is 6.84 for the first main hypothesis and 6.74 for the second main hypothesis and this confirms, at 95% confidence level,both of the main research hypotheses.

Therefore, it can be mentioned that whereas the related t-value for the first major hypothesis of study (6.84) is excluded from this range (-1.96, +1.96) thus the first major hypothesis of study is verified. In other words, variable of emotional intelligence can justify 88% of variance of job engagement in personnel of banks in Famenin city. Hence, the research first major hypothesis is approved. Namely, it can be expressed that emotional intelligence has positive and significant effect on job engagement between personnel of banks in Famenincity. Thus, no evidence was seen regarding rejection of research first major hypothesis so no one can disprove this hypothesis.

Whereas the value relating to the second major hypothesis of this study (6.74) is out of range () -1.96, +1.96) thus the second major hypothesis of study is confirmed. In other words, it can be implied the variable of emotional intelligence may justify 74% of variance for performance of personnel of banks in Famenin city. Therefore, research second major hypothesis is approved. In other words, the emotional intelligence has positive and significant effect on performance of personnel of banks in Famenin city. Hence, no evidence was observed regarding rejection of research second major hypothesis so it may not be rejected. Review of the First Sub-Hypotheses of Research

Source Of change	SS	df	MS	F	Sig	R	R2	AdjR2
Regression	2462.091	3	615.523	106.699	0.000	0.92	0.851	0.843
Error	432.659	75	5.976913					

Table 7 Calculating one-way variance analysis for predictor variables

According to the results of Table 7, the significance level is less than 5%, indicating that the independent variables have a linear relationship with the dependent variable. In other words, since significance level is lesser than 0.05 thus this assumption is verified that there is linear relation between predictor variables included in this model with criterion variable. It should be noted that value of F-statistic is very high it signifies high significance of regression (Bayazidi et al., 2011: 120). Namely, regression test is suitable for research minor hypotheses because the research variables are linearly related. Thus, significance of regression has been computed by F-statistic in table at above (F= 106.699) that is significant at confidence level 95% (sign = 0.000).

The calculated correlation coefficient between the predictor variables in the model and the criterion variable is equal to 0.922 and the coefficient of determination equals to 0.851.This means that about 85 percent of the changes in the criterion variable (employees' occupational engagement) are explained by independent variables (self-awareness, self-management, social consciousness, relationship management).of course, there is a problem with this coefficient in that it may not consider number of degree of freedom.

For this reason, the adjusted determination coefficient (Adj.R2) is usually utilized to solve this problem (Kalantari, 2012: 178). The value of adjusted determination coefficient amounts to 0.843 (with respect to degree of freedom).

Predictor Variables	B	SE	Beta	t	Sig
Constant	1.414	2.747	-	0.515	0.608
Self-awareness	0.591	0. 136	0.240	4.351	0.000
Self-management	0.752	0.107	0.413	6.8	0.000
Social Awareness	1.069	0.129	0.433	8.253	0.000
Relationship Management	0.245	0.1	0.127	2.447	0.017

Table 8 Simultaneous regression analysis to predict job engagement

According to the results of Table 8, since the significance levels for predictor variables (self-awareness, self-management, social awareness, relationship management) wererespectively the values (0.000); (0.000); (0.000) (0.017), assuming the regression coefficients of these variables equaling zero is rejected and they do not need to be removed from the regression equation; Therefore, based on the above results, no evidence was found to reject the first sub-hypotheses of the research and these hypotheses cannot be rejected.

−   Concerning the first minor hypothesis of study (self-awareness), It can be said that this variable can predict job engagement in personnel of banks in Famenin city. According to the results of beta coefficient (β), the value of variable of job engagement is increased 0.240 among personnel of banks in Famenin city versus one unit increase in variable of self-awareness.

−   Regarding the second minor hypothesis of study (self-management), it can be mentioned that this variable may predict job engagement in personnel of banks in Famenin city. Based on results of beta coefficient (β), value of variable of job engagement is increased 0.413 in personnel of banks in Famenin city by one unit increase in variable of self-management.

−   Relating to research third minor hypothesis (social awareness), it can be said that this variable may predict job engagement in personnel of banks in Famenin city. According to the results of beta coefficient (β), the value of variable of job engagement is increased 0.433 in personnel of banks in Famenin city as the variable of social awareness is increased one unit.

−   As regards the research fourth minor hypothesis (relationship management), it can be implied that this variable can predict job engagement in personnel of banks in Famenin city. Based on results of beta coefficient (β), by one unit increase in relationship management, variable of job engagement is increased 0.127 in personnel of banks in Famenin city.

Source of change	SS	df	MS	F	Sig	R	R^2	
Regression	5507.610	4	1376.902	86.534	0.000	0.907	0.822	0.812
Error	1193.378	75	15.912					
Total	6700.987	79						

Table 9 Calculating One-Way Variance Analysis for Predictor Variables

According to the results of Table 9, the significance level is less than 5%, indicating that the independent variables have a linear relationship with the dependent variable. In other words, since significance level is smaller than 0.05 therefore this hypothesis is verified that there is linear relationship between predictor variables included in the model and criterion variable. It requires noting that if value of F-statistic is very high, this denotes high significance of regression (Bayazidi et al., 2011: 120). Namely, regression test is suitable for research second minor hypotheses because research variables are related linearly. Therefore, significance of regression has been calculated in above table by F-statistic (F = 86.534) that is significant at confidence level 95% (sig = 0.000).

The calculated correlation coefficient between the predictor variables in the model and the criterion variable is equal to 0.907 and the coefficient of determination equals to 0.822.

This means that about 82 percent of the changes in the criterion variable (employees'performance) are explained by independent variables (self-awareness, self-management, social consciousness, relationship management).of course, there is a problem with this coefficient in that it does not consider number of degree of freedom. For this reason, adjusted determination coefficient (Adj.R^2) is usually used for solving of this problem (Kalantari, 2011: 178).

The value of adjusted determination coefficient amounts to 0.812 (with respect to degree of freedom). Basically, the value of adjusted determination coefficient calculates a little amount of inflation caused by error existing in R^2 in normal size. As quantity of sample size achieves more reasonable ratios (20 items or more for any predictor variable), inflation of R^2 will become more insignificant (Meyers et al., 2012).

Predictor Variables	B	SE	Beta	t	Sig
Constant	0.108	4.506	-	0.025	0.981
Self-awareness	0.673	0. 205	0.188	3.289	0.002
Self-management	1.192	0.169	0.453	7.033	0.000
Social Awareness	1.217	0.227	0. 339	5.349	0.000
Relationship Management	0.509	0.156	0.175	3.263	0.002

Table 10 Simultaneousregression analysis to predict employees' performance

According to the results of Table 10, since the significance levels for predictor variables (self-awareness, self-management, social awareness, relationship management) wererespectively the values (0.002); (0.000); (0.000) (0.002), assuming the regression coefficients of these variables equaling zero is rejected and they do not need to be removed from the regression equation; Therefore, based on the above results, no evidence was found to reject the second sub-hypotheses of the research and these hypotheses cannot be rejected.

−   Concerning the first minor hypothesis of study (self-awareness), it can be said that this variable can predict performance in personnel of banks in Famenin city. According to the results of beta coefficient (β), the value of variable of performanceis increased 0.188 among personnel of banks in Famenin city versus one unit increase in variable of self-awareness.

−   Regarding the second minor hypothesis of study (self-management), it can be mentioned that this variable may predict performancein personnel of banks in Famenin city. Based on results of beta coefficient (β), value of variable of performanceis increased 0.453 in personnel of banks in Famenin city by one unit increase in variable of self-management.

−   Relating to research third minor hypothesis (social awareness), it can be said that this variable may predict performance in personnel of banks in Famenin city. According to the results of beta coefficient (β), the value of variable of performance is increased 0.339 in personnel of banks in Famenin city as the variable of social awareness is increased one unit.

−   As regards the research fourth minor hypothesis (relationship management), it can be implied that this variable can predict performancein personnel of banks in Famenin city. Based on results of beta coefficient (β), by one unit increase in relationship management, variable of performance is increased 0.175 in personnel of banks in Famenin city.

Conclusions and Suggestions

The purpose of this study was to investigate the effect of emotional intelligence on employees'job engagement and their organizational performance in Famenin's banks.The first main hypothesis of the research was that: Emotional intelligence has a significant effect on the employees' job engagement in Faminin's banks.The results of analyzing this hypothesis showed that according to the path coefficient (0.88), the effect of emotional intelligence on employees' job engagement is positive and the hypothesis $H_0$is rejected while the hypothesis $H_1$is confirmed.

The value of the t-statistic of this hypothesis (6.84) is outside the range -1.96 to +1.96, so the first main hypothesis is confirmed.The results of this research hypothesis match those of Marzoukhi and Heidari (2016), Heidari (2015), MalekShoaar (2015), JalaliNejad (2014), Sa'ei et al. (2012), Ahmadi (2012), SeyyedJavadin et al. (2012)); Gomes et al. (2015); Len and et al. (2015); Band et al. (2014); LeBard et al. (2011); and Martin (2010).

The second main hypothesis of the research was that: Emotional intelligence has a significant effect on the performance of employees of Faminin's banks.The results ofanalyzing this hypothesis showed that according to the path coefficient (0.74), the effect of emotional intelligence on employees' performance is positive and the hypothesis $H_0$is rejected while the hypothesis $H_1$is confirmed.The value of the t-statistic of this hypothesis (6.74) is outside the range -1.96 to +1.96, so the secondmain hypothesis is confirmed.The results of this research hypothesis matchthose of researches by Manteghi et al. (2016); Marzouqi and Heidari (2016); Brabadiet al. (2015); MalekShoaaar (2015); Ghasemi (2014); Arizi and Barati (2014); JalaliNezhad(2012); Nicyet al. (2011); Yousefi (2010); Gomez et al. (2015); Gamecet al. (2014); Mohammed et al. (2013); Mangos et al. (2013); Chiang Watsong (2012); and Martin (2010).

The results of analyzing the first sub-hypotheses showed that self-awareness by about 0.240 is able to predict the employees' job engagement in the banks of Famenin; Self-management by 0.413; the social awareness by 0.433; and relationship management by 0.127 is able to predict the employees' job engagement in the banks of Famenin.The results of these hypothesesmatch those of Manteghi et al. (2016); Marzouqi and Heidari (2016); Barbadiet al. (2015); MalekShoaar (2015); Derakhshideh and Kazemi (2014); Ghasemi (2014); Arizi and Berati(2014), JalaliNezhad (2014); Nicy et al. (2011); Yousefi (2010); Gomez et al. (2015); Gamec et al. (2014); Mohammad et al. (2013); Mangas et al. (2013); Chiang and Tesoung (2012); and Martin (2010).

The results of analyzing the second sub-hypotheses showed that self-awareness by about 0.188is able to predict the employees'performancein the banks of Famenin; Self-management by 0.453; the social awareness by 0.339; and relationship management by 0.175 is able to predict the employees'performancein the banks of Famenin.The results of these hypotheses match those of Manteghi et al. (2016); Marzouqi and Heidari (2016); Barbadi et al. (2015); MalekShoaar (2015); Derakhshideh and Kazemi (2014); Ghasemi (2014); Arizi and Berati(2014), JalaliNezhad (2014); Nicy et al. (2011); Yousefi (2010); Gomez et al. (2015); Gamec et al. (2014); Mohammad et al. (2013); Mangas et al. (2013); Chiang and Tesoung (2012); and Martin (2010).

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