

The relationship between emotional intelligence of managers and application of servant leadership style in Iran Distributing Company

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Abstract

By the emergence of the information age and promoted value of human communications and the advent of organizational strategic positions, the theory of emotional intelligence has significantly grown and become one of prevalent and popular areas of the organization. Emotional Intelligence is a comprehensive term that covers a broad set of individual skills and characteristics going beyond a specific scope of prior knowledge such as technical or professional skills. In this paper, we investigated the effect of emotional intelligence of managers on the application of servant leadership style in Iran Distribution Company. SPSS software was used for analysis. According to Pearson correlation coefficient results, there is a significant relationship between the components of emotional intelligence of managers and application of servant leadership style. As the number of employees is approximately 700, the sample size was obtained 248 using Cochran's Formula.

Keywords: emotional intelligence, servant leadership, human communications

Introduction

Traditional theories of leadership were based on hierarchy model in which there was a power at the top of the organization dictating the orders from top-down and the followers in the lower levels were obliged to obey the rules as an organizational member. Research in the field of leadership led to the advanced theories in the leadership areas; some of these theories and models are charismatic, transactional, transformational, spiritual, and servant leadership (Gholipour and Hazrati, 2009, p. 2).

The employees should choose a servant as an example who has a power like other leaders, but uses the power only in legitimate and serving way (Matteson and Irving, 2006).

From practical and theoretical viewpoint, organizational commitment is greatly influenced by servant leadership.

Now, a subject greatly considered is servant leadership theory that was first proposed by Robert Greenleaf in 1977.

In today's world, organizations have structures in which the positions of leaders and senior managers only bring additional responsibilities (Drucker, 1999). So leaders must have the ability to influence their subordinates to increase the effectiveness of organizations. They should always seek to meet the needs of their employees and support them so that they are the motivated to perform their duties to their best (Blickle, 2003).

The concept of intelligence, due to its abstract nature, has been changed over the years. Most researchers consider intelligence as a set of talents and features not directly visible. Some consider it as a unified general talent and some others believe in the types of intelligence (Ganji, 1999).

Several studies show that nearly 80% of people's success in various aspects of life is resulted from their emotional intelligence (Bar On & Parke, 2000, Gradner, 1983). This claim assumed that

people with higher emotional intelligence have more chance of success than the others (Hashemi, 2006).

Goleman (1995) states two different ways of knowledge and awareness: a rational way and emotional way; and the mental life of human is a result of the interaction of both functions. He believes that instead of ignoring emotions, a person must intelligently face with them. It is only through emotional intelligence that we can motivate ourselves to resist against frustration, modify our spirit and mood, postpone meeting the needs, and prevent from being self-absorbed in oppressive issues and create empathy with others (1995).

Research conducted on the area of servant leadership and emotional intelligence indicated that leaders of high emotional intelligence use servant leadership style more (Hartsfield, 2004). Therefore, the main research question can be raised this way: Is there a direct relationship between emotional intelligence of managers and application of servant leadership style in Iran Distribution Company?

Definitions

Theoretical definition of servant leadership

It is to understand and implement a leadership style that prefers the followers' interests on his personal interest. Servant leadership promotes the whole organization and those served by the organization through giving value to people and their growth, building society, implementing honesty, providing leader in line with the followers' interests, and participating in power and position of all people (Laub, 2003). In this study, the aspects of divine love, humility, altruism, reliability, prospect, service and empowerment will be used for servant leadership (Patterson, 2003).

Origin and development of servant leadership

The word "servant" represents actions based on service and serve. The idea of servant leadership is completely derived from personality characteristics of religious leaders in different religions. In Bible, Jesus is mentioned as an example and a model of servant leadership (Ambali et al, 2011).

In other religions (like Islam), two key roles have been considered for the leaders: to serve and support. In this context, servant leaders must always seek to serve their own people and the smallest shortcoming and neglect in this regard undermines their guidance-oriented character. Such servant leaders must always look for the comfort of their people and guide them based on their behavior and output. The idea of "servant leadership" has always been a part of the religion since the beginning of Islam (Beekum&Badawi, 1999). Prophet Muhammad (PBUH) says in one of his sayings: "All of you are the moral leader and guide of yourselves and are responsible in front of what you are doing." It may be noted that servant leadership is not a new theme in the current leadership literature, but also a task that God has entrusted to his apostles in order to guide people. Also, it is quoted in Bible that Jesus washed the feet of some of his disciples, which is one of the best examples of servant leadership (Ambali et al, 2011).

A servant leader, in the first place, is a servant and in the second should be an aware to guide and direct his followers exactly. Servant Leadership, like other leadership styles, has a particular ideology that leaders must convey it to his followers (Ambali et al, 2011).

Conceptualization of servant leadership

Several studies have been done on the field of leadership. Leadership is a process that enables the individual to influence others to achieve common goals (both for the individual and for the organization (Northouse, 2001). This definition is one of the main definitions made in the area of leadership and is also largely true about servant leadership. The main and ultimate purpose of

servant leader is to serve people by investing on education and their success, which ultimately leads to the tasks done and the goals met (Ambali et al, 2011)

Service-orientation is not the only success factor of the servant leaders. Hall (1991) believes that hard working does not indicate the serving level of the leaders, but a servant leader is the one who do his best to empower and help people. In addition, a servant leader should not be seeking to meet the needs of the people and their satisfaction to attract positive opinion of people. In the real sense, servant leadership is a heart's desire to serve others in order to achieve organizational excellence. In the servant leadership, focus on the success of individuals will lead to human resource development. Servant Leadership emphasizes on increased service to the people, a holistic approach to work, blowing participation spirit in the organization and ultimately transferring decision-making power to others. It seems that servant leadership is necessary where the traditional styles of leadership are not sufficient to motivate the staff during organization transformation and cultural heterogeneities (Ambali et al, 2011).

The characteristics of servant leaders

Servant leaders are always trying to help people through education and teaching to use their strengths and skills for achieving the organizational goals. They listened to their people, encourage them and support them and finally redirect them in the event of deviation from the right path. Such leaders know very well what their people need to be successful. Servant leadership style can be effective on all working units within the organization. Use of servant leadership style has been suggested in many studies in the field of leadership. Some researchers believe that servant leadership is a new style of leadership where the leaders have got more power and authority rather than traditional styles of leadership (Jaworsky,1996; Senge, 1990; Buchen, 1998). As well, development and training the staff for their growth and excellence increases their commitment to the organization and will causes the profitability of organizations (Stone et al, 2003).

Omoh (2007) enumeratedten characteristics of servant leaders as follows: Listening, Empathy, Healing, Awareness, Persuasion , Stewardship, Foresight, Supervision, Commitment to the growth of people, and Building community

However, there are conflicting views on the relationship between servant leadership and job satisfaction in organizations, because most people make decisions to earn money, not based on the quality of their work life. Spears and Lawrence (2002) have defined servant leadership as an innovative vision and attitude towards life and work (Spears and Lawrence, 2002). Kiechel believes that servant leadership is effective and efficient only in non-profit organizations, and would not be efficient in government organizations (Kiechel, 1992).

Theoretical definitions of emotional intelligence

Emotional intelligence is a broad concept that includes individual skills and internal states attributed to the set of interpersonal and intrapersonal skills. The factors creating excellent emotional are divided into 5 variables based on VanSteden model (Van Steden, 2007).

Self-awareness is to identify the emotions at any time and adopting appropriate decisions by which people will be able to accurately assess and build trust in their selves(Weisinge, 1998)

Self-regulation is to modify and manage personal feelings appropriately and find ways to control them (Mayer &Salovey, 1990)

Motivation means guiding and directing the emotions toward the target

Empathy is sensitivity to the interests of others and tolerating their views (Mayer &Salovey, 1990)

Social skills are the ability to build network to get the results and targets (Mayer &Salovey, 1990)

Emotional intelligence and organizational effectiveness

Through a careful look at the effectiveness of the organization, it can be concluded that emotional intelligence is also effective. For example, some countries follow a period of unprecedented economic growth and prosperity, the situation has found downturn for most organizations have difficulty in retaining their employees, particularly in the advanced economies that require people with high skills. So the question is what aspects of an organization are critical to retain the staff. Gallup studies on two million employees in seven hundred companies show how long an employee stays within the organization and to the extent he/she is effective depends on the relationships with immediate supervisor. Spherion and Harris in Florida Consultancy and recruitment Company in Florida found that only 11 percent of employees who have assessed their managers as excellent CEOs, stated that they will be probably looking for another job next year.

However, 49% of those who have assessed their boss as a poor person, stated that they will probably leave the organization (Cherniss, 25: 2000)

Most of the ways through which emotional intelligence affects the organizational effectiveness are subtle and difficult to measure. However, it is already possible in the organizations to calculate the economic desirability of emotional intelligence more correct and more accurate than before. Surprisingly, the results of the analyses is consistent with the public opinion that competencies related to emotional intelligence play important role in determining the organizational effectiveness. Leaders lack emotional intelligence provide poor models to develop emotional intelligence in others and they cannot possibly provide a variety of support and encouragement necessary to increase the emotional intelligence.

Theoretical Foundations

One of the most important duties of general managers is leading and directing the staff. In fact, the requirement of managing others is to lead them. Today, organizations apply four basic functions of planning, organizing, leading and control in the management process. Among the four task, leadership tries to make a commitment and encouragement in the staff. It seems that leadership has the most effect in organizations. One constant clue among the leadership model is servant leadership (Cunningham, 2003).

Servant leadership is an approach about leadership and service in which the leader is a servant at first and a leader secondly. Stramba (2003) defines servant leadership as follow: (a transformational approach to life and work). Servant Leadership is essentially a method of being potential to create positive changes in the whole population (Stramba, 2003).

Servant Leadership starts with the natural feeling that one wants to serve. Then it leads his conscious choice to a desire for leadership. The difference is in the care manifested by the servant. Firstly a servant tries to ensure that high level requirements of staff have been met. The best test for servant leadership is: Do the servants grow as human beings? Do they become healthier, wiser, freer, more independent and more likely to become servants thanks to the services (Nowrouzi Farani, 2007).

Emotional intelligence is a broad concept that includes individual skills and internal moods and attributed to a set of interpersonal and intrapersonal skills. Emotional intelligence can be awareness of the emotions and the influence of others' emotions, expression of feelings, managing the feelings and emotions, empathy, self-awareness and interpersonal communications. Gardner pointed out that the core of interpersonal intelligence is the ability to understand and respond to the moods, temperaments, motivations and desires of other people. He added that the key of intrapersonal intelligence is to be aware of own emotions and able to differentiate and use them to guide own behavior (Korkmaz and Arpacı, 2009).

Emotional intelligence, a new tool in managing market

Today, the categorizations used for the managers' management attitude divide them into two groups: employee-oriented and worker-oriented managers. This is, in fact, a distinction between those who put their emphasis on doing job regardless of other people's spirit and those who consider employees' spirit and motivation. Needless to say, the best method is a method that covers both sides, employee-orientation and worker-orientation. It seems that emotional intelligence can be the advanced form of human's consideration in organization and also a new competent tool for the business managers and market theorists to guide the people inside and the customers outside the organization and provide their satisfaction. The use of emotional intelligence in business is a new idea that has not been considered for many managers and businessmen yet. In fact, most managers still prefer to do things by their brains rather than their hearts. Their main concern is that empathy with employees and customers will take them away from addressing the organizational goals. Anyway, all should accept that the rules of the game in today's post-modern world are different and they must act according to the rule.

Smart companies usually design their marketing system to monitor market developments and being in line with the changing tastes and use incentive laws. Marketing system is a complete process that causes the company to be in harmony with the best market opportunities.

Literature Review

Servant leadership is considered a new issue of human resources and few researches have been made on these issues. But a lot of researches have been carried out on job satisfaction and organizational commitment leading to the unattractiveness of this important variable. So, only some of the studies on servant leadership will be implied in the following:

1. Ahmed Ali Khaef Elahi et al. (2009), in his study entitled "explaining the model of the effectiveness of public organizations in Iran based on the role of servant leadership", investigated the effect of servant leadership on the effectiveness of public organizations using the two ways of leadership effectiveness and following effectiveness. The study was performed in a population consisting of 850 employees and 120 managers from 22 governmental agencies. Research hypotheses were tested using t-student, regression and Spearman tests. The results showed that there was a positive relationship between all variables (Khaef Elahi et al., 2009)

2. Arian Qolipoor et al. (2009) investigated the role of servant leadership in organizational trust and empowerment of governmental organizations' staff. The results of using factor analysis and path analysis techniques in this research show that there is a strong relationship between servant leadership and organizational trust and empowerment of employees.

3. Ambala et al. (2011) studied the effect of servant leadership on organizational commitment. In this study, the components of servant leadership included coordination, humility, empathy, vision, and hard working. The results obtained from the use of correlation test at 99% of confidence showed significant and positive impact of the servant leadership components on organizational commitment. Moreover, the effect of servant leadership on organizational commitment was investigated using regression analysis, and the effect of vision on commitment was negative and the effect of coordination was more than the other components .

4. Inbarasu (2008) in his doctoral thesis investigated the effect of servant leadership on job satisfaction of 113 employees of the University of Iowa. Spearman correlation test results showed a significant positive correlation between the dimensions of servant leadership including valuing staff, supporting leaders, delegation of authority, and empowerment with job satisfaction. There was no relationship only between building team and job satisfaction .

5-Nasr Esfahani et al (2011) studied the relationship between servant leadership and organizational commitment of the staff working in governmental organizations of Isfahan. In this study, humility, reliability and kindness were used as servant leadership dimensions and affective, normative and continuous commitment for organizational commitment. The correlation and regression analysis results showed a significant positive correlation between servant leadership and organizational commitment that humility has the most effect than other dimensions of servant leadership.

Research methodology

Given that the main purpose of the study is to investigate the relationship between emotional intelligence of managers and servant leadership style in Iran Distribution Company, we can say that the study is considered an applied research in terms of objective. And since we have used library and field study methods, it can be said that the present research is a descriptive-survey in terms of nature and method.

The population and sample selection

All the samplings in scientific researches aim to provide accurate and meaningful statements about a group according to studying a subset of that group. The group may be a group of people or things. Access to general characteristics of the study group is possible if the various states or various cases of the studied phenomenon (through observation or experience) have been tested again and again. (Houman, 2001: 71)

The present research model is derived from the work by Van Staden (2007). In this model, emotional intelligence and its dimensions including self-awareness, self-regulation, motivation, empathy and social skills as independent variables and servant leadership as the dependent variable are used.

Research Hypotheses

- 1) There is a significant relationship between the components of emotional intelligence of managers and application of servant leadership style.
- 2) There is a significant relationship between the self-awareness of managers and application of servant leadership style.
- 3) There is a significant relationship between the self-regulation of managers and application of servant leadership style.
- 4) There is a significant relationship between the motivation of managers and application of servant leadership style.
- 5) There is a significant relationship between the empathy of managers and application of servant leadership style.
- 6) There is a significant relationship between the social skills of managers and application of servant leadership style.

As the number of employees is about 700, the sample size has been obtained 248 using Cochran's formula.

Data collection tool

In this study, interviews and questionnaires have been used to collect research data. Questionnaire is used as one of the most common tools for data collection in surveys and consists of a series of targeted questions that measure the opinion, vision, and attitude of the respondent using different scales. (Hafeznia, 2009: 121)

The present study has designed and used two researcher-made questionnaires derived from Vizenger and Qolipoor models (2009). It should be noted that the above questionnaire was carried out by applying the required changes and adopting the consent of advisor and a group of elites.

Parametric tests and structural equation model are based on the normality of data. Thus, the normality test has been made at first. It is not necessary for all the data in confirmatory factor analysis and structural equation modeling to be normal, but the factors (structures) must be normal (Klein, 2010). Therefore, the normality assumption of the data was tested at a significance level of 5% using Kolmogorov-Smirnov technique. To test the normality, the statistical assumptions are adjusted as follows:

H0: the data distribution of each variable is normal

H1: the data distribution of each variable is not normal

This test has been used to investigate the research hypotheses and analyze the specific questions related to them.

The results of data normality test are presented in Table 1. As shown in the table, the significance level in all cases was greater than 0.05. So there is no reason to reject the null hypothesis on the normality of the data. In other words, the research data is normal and parametric tests can be performed.

Table 1: Normality test of the variables

Test/ Structures (Factor)	Kolmogorov-Smirnov	
	Significance	Degree of freedom
Divine Love	0.327	248
Vision	0.280	248
Serving	0.195	248
Humility	0.287	248
Reliability	0.372	248
Altruism	0.260	248
Empowerment	0.216	248
Self-Awareness	0.313	248
Self-Regulation	0.276	248
Social skills	0.255	248
Empathy	0.349	248
Motivation	0.349	248

In this study, formal and content validity have been used to investigate the validity of questionnaire. So that the questionnaires were distributed among some of scholars and professors of management and behavioral sciences including the advisor and asked them about the questions and hypotheses and all of them confirmed the questionnaire.

Data Analysis and Findings

Classifying and analyzing data and proper use of statistical techniques will ultimately lead to achieving reliable results. The study analyzed the data collected in the research. First, the study population were studied using descriptive statistical techniques, SPSS and demographic characteristics.

Descriptive findings

It can be said about the personal and demographic characteristics of the population that four characteristics including gender, age and education level and work experience were investigated as follows.

In the case of gender, most respondents were men comprising 69.3% of the sample size with 172 people.

Table 2: Frequency Distribution of the respondents by gender

Gender	Frequency	Percent
Male	172	69.3
Female	76	30.6
Total	248	100

The frequency distribution of age indicates that 110 respondents (44.3%) aged between 30 and 40 years old that constitute the most part of the sample.

Table 3: Frequency distribution of the respondents by age

Age	Frequency	Percent
Less than 30 years old	105	42.3
30 to 40 years old	110	44.3
41 to 50 years old	25	10.08
Over 50 years old	8	3.2
Total	248	100

The frequency distribution of age indicates that people with a bachelor's degree has the highest rate with 104 persons constituting 41.9% of the sample size.

Table 4: Frequency distribution of the respondents by education

Education level	Frequency	Percent
Diploma	47	18.9
Associate degree	67	27.01
Bachelor	104	41.9
MSc and PhD	30	12.09
Total	248	100

In the case of work experience, 104 out of 248 respondents (41.9%) have 5 to 10 years of experience showing the highest value.

Table 5: Frequency distribution of the respondents by work experience

Work Experience	Frequency	Percent
Less than 5 years	68	27.4
5 to 10 years	104	41.9
11 to 15 years	52	23.7
16 to 20 years	9	3.9
More than 20 years	15	6.8
Total	248	100

Analytical findings

After describing the characteristics of the study population we investigate the research findings.

1. Based on the results of the Pearson correlation coefficient, there is a significant relationship between the self-awareness of managers and application of servant leadership style.

Given the normal distribution of the data, Pearson correlation coefficient has been used. In this respect, the results indicate that there is a direct relationship between these two variables.

The final structural equation model has been used to assess the relationship between the two structures, the self-awareness of managers and application of servant leadership style. Standard

factor of the structure, the self-awareness of managers and application of servant leadership, was obtained 0.64 suggesting that the relationship is very good and strong.

2. Based on the results of the Pearson correlation coefficient, there is a significant relationship between the self-regulation of managers and application of servant leadership style.

Given the normal distribution of the data, Pearson correlation coefficient has been used. In this respect, the results indicate that there is a direct relationship between these two variables.

The final structural equation model has been used to assess the relationship between the two structures, the self-regulation of managers and application of servant leadership style. Standard factor of the structure, the self-regulation of managers and application of servant leadership, was obtained 0.51 suggesting that the relationship is very good and strong.

3. Based on the results of the Pearson correlation coefficient, there is a significant relationship between the motivation of managers and application of servant leadership style.

Given the normal distribution of the data, Pearson correlation coefficient has been used. In this respect, the results indicate that there is a direct relationship between these two variables.

The final structural equation model has been used to assess the relationship between the two structures, the motivation of managers and application of servant leadership style. Standard factor of the structure, the motivation of managers and application of servant leadership, was obtained 0.74 suggesting that the relationship is very good and strong.

4. Based on the results of the Pearson correlation coefficient, there is a significant relationship between the empathy of managers and application of servant leadership style.

Given the normal distribution of the data, Pearson correlation coefficient has been used. In this respect, the results indicate that there is a direct relationship between these two variables.

The final structural equation model has been used to assess the relationship between the two structures, the empathy of managers and application of servant leadership style. Standard factor of the structure, the empathy of managers and application of servant leadership, was obtained 0.77 suggesting that the relationship is very good and strong.

5. Based on the results of the Pearson correlation coefficient, there is a significant relationship between the social skills of managers and application of servant leadership style.

Given the normal distribution of the data, Pearson correlation coefficient has been used. In this respect, the results indicate that there is a direct relationship between these two variables.

The final structural equation model has been used to assess the relationship between the two structures, the social skills of managers and application of servant leadership style. Standard factor of the structure, the social skills of managers and application of servant leadership, was obtained 0.67 suggesting that the relationship is very good and strong.

According to the Friedman test output, "Divine Love" is the top priority, "Reliability" the second and "motivation" the third. On the other hand, "social service" has the least importance.

Conceptual model and hypothesis testing

Q1. Is there a significant positive relationship between self-awareness of the managers and application of servant leadership style?

Pearson's correlation coefficient was used to investigate the relationship between self-awareness component and application of servant leadership style.

Table 6: Correlation coefficient between self-awareness component and application of servant leadership style

Correlation statistic	Correlation coefficient	Significance	Number	Existence of relationship	Type of relationship
Pearson	0.881	<0.000	248	Yes	Direct

Based on the results of correlation test, Spearman correlation coefficient is equal to 0.881 indicating that there is a significant relationship between self-awareness of the managers and application of servant leadership style ($p < 0.05$). Since the calculated correlation coefficients are positive, there is a direct relationship between these two variables.

Q2. Is there a significant positive relationship between the self-regulation of managers and application of servant leadership style?

Pearson's correlation coefficient was used to investigate the relationship between self-regulation component and application of servant leadership style.

Table 7: Correlation coefficient between self-regulation component and application of servant leadership style

Correlation statistic	Correlation coefficient	Significance	Number	Existence of relationship	Type of relationship
Pearson	0.805	<0.001	248	Yes	Direct

Based on the results of correlation test, Spearman correlation coefficient is equal to 0.805 indicating that there is a significant relationship between self-regulation of the managers and application of servant leadership style ($p < 0.05$). Since the calculated correlation coefficients are positive, there is a direct relationship between these two variables.

Q3. Is there a significant positive relationship between the motivation of the managers and application of servant leadership style?

Pearson's correlation coefficient was used to investigate the relationship between motivation component and application of servant leadership style.

Table 8: Correlation coefficient between motivation component and application of servant leadership style

Correlation statistic	Correlation coefficient	Significance	Number	Existence of relationship	Type of relationship
Pearson	0.857	<0.000	248	Yes	Direct

Based on the results of correlation test, Spearman correlation coefficient is equal to 0.857 indicating that there is a significant relationship between motivation of the managers and application of servant leadership style ($p < 0.05$). Since the calculated correlation coefficients are positive, there is a direct relationship between these two variables.

Q4. Is there a significant positive relationship between the empathy of the managers and application of servant leadership style?

Pearson's correlation coefficient was used to investigate the relationship between empathy component and application of servant leadership style.

Table 9: Correlation coefficient between empathy component and application of servant leadership style

Correlation statistic	Correlation coefficient	Significance	Number	Existence of relationship	Type of relationship
Pearson	0.722	<0.000	248	Yes	Direct

Based on the results of correlation test, Spearman correlation coefficient is equal to 0.772 indicating that there is a significant relationship between empathy of the managers and application of servant leadership style ($p < 0.05$). Since the calculated correlation coefficients are positive, there is a direct relationship between these two variables.

Q5. Is there a significant positive relationship between social skills of the managers and application of servant leadership style?

Pearson's correlation coefficient was used to investigate the relationship between social skills component and application of servant leadership style.

Table 10: Correlation coefficient between social skills component and application of servant leadership style

Correlation statistic	Correlation coefficient	Significance	Number	Existence of relationship	Type of relationship
Pearson	0.407	<0.000	248	Yes	Direct

Based on the results of correlation test, Spearman correlation coefficient is equal to 0.407 indicating that there is a significant relationship between social skills of the managers and application of servant leadership style ($p < 0.05$). Since the calculated correlation coefficients are positive, there is a direct relationship between these two variables.

Conclusion and Recommendations

Matching the research results with practical principles needs the consistency with the findings of other researchers. In this section, the analysis of the findings is explained according to the literature of the variables and finally the conclusion is made and the recommendations are offered.

Today, managers and leaders found the importance of proper interactions and mutual understanding with employees and others through emotional intelligence, so that they have welcomed this variable according to the statistics of many organizations. Emotional intelligence brings several advantages to the organizations through management on ourselves and understanding the others; it also increase the effectiveness of managers and leaders and consequently organizational performance. Organizations are a set of groups whose successful interactions contribute to the organizational flexibility and adaptability. Therefore, organizations use soft skills (that are based on emotional factors) to enhance the organizational effectiveness. Therefore, organizations can get the help of emotional skills in this regard in order to plan programs for staff development and increasing employees' performance and thus organizational effectiveness.

The results showed that there is a significant positive relationship between self-awareness of the managers and application of servant leadership style. As a result, the higher is the self-awareness of the managers, the application of servant leadership style increases. The results of this research are consistent with the results of Hartsfield (2004), KhaefElahi et al. (2009), Qolipour and colleagues (2009), Ambala et al. (2011).

Thus, the staff always try to use scientific experiences in order to increase organizational efficiency and effectiveness. Organizational improvement and reconstruction is a process through which the knowledge and functions of behavioral sciences are used to help more effectiveness. In general, the purpose of human resource development is to provide such a situation that makes the organization as a favorable environment for the emergence of advanced human beings; because today the presence of valuable qualified staff is the most important factor of effectiveness and success for any organization. As well, human resources are obliged to be aware of their position in the organization they are working due to enjoying thought and emotion. Accordingly, they will be aware of their weaknesses and strengths and then takes steps for more effectiveness. On the other hand, organizations need to understand the performance and capabilities of their own resources in order to achieve their organizational goals and accordingly improve their performance and bring about positive changes in the organization. It is a tool helping the organizations and manpower to

secure their understanding of how is their performance (understanding the effectiveness and assessing the staff's performance). If the appraisal system is designed and performed properly, it will be considered as a reliable tool to increase innovation in the organization, identify capable and qualified staff and rewarding them to be motivated, determine training requirements, leading the staff to comply the rules and also increase personal abilities. Also, if the appraisal process is done correctly and necessary feedback is given to staff and managers, it will lead to improved performance of any organization.

The results showed that there is a significant positive relationship between self-regulation of the managers and application of servant leadership style. As a result, the higher is the self-regulation of the managers, the application of servant leadership style increases. The results of this research are consistent with the results of Rahim and Myers (2003), Irving (2005), Inbaraso (2008), Nasr Esfahani et al (2011), and Bani Hashem (2006) and inconsistent with the results of Zare (2001) and Salovey et al. (1999). The organization staff should do their work in an acceptable level of performance in order to reach its goals. It is vital and critical for the governmental agencies whose poor performance makes the context for failure to perform public service and also for the private companies that their poor performance leads to their bankruptcy. From the social point of view, the most interesting point for organizations is that they have employees who do their jobs well. Food performance enhances the productivity of the organization, which ultimately leads to an increase in the national economy.

The results showed also that there is a significant positive relationship between the motivation of the managers and application of servant leadership style. As a result, the higher is the motivation of the managers, the application of servant leadership style increases. The results of this research are consistent with the results of Bani Hashemi (2006), Hartsfield (2004), Khaef Elahi and colleagues (2009) and Nasr Esfahani et al (2011).

According to the research results and significant positive effect as well as strong relationship between self-awareness of the managers and application of servant leadership style, the organizations' authorities are suggested to identify the inabilities and shortcomings of their staff.

Identification of the staff's strengths and rewarding them so as they feel being champions and act like them. On the other hand, it provides an environment in which people respect each other and treat lowly, so the managers must try to be fair about the staff's performance and use a variety of incentive programs.

According to the research results, the managers are suggested to identify incentives and satisfiers in the organization and explain mental health factors and finally review the organizational structure. This review helps the managers to determine whether the organizational policies and functions inhibit work ethics or not. Because the economy of every country and their workforce are changing and also makes important changes in the management form and create a new economy.

It is suggested based on the results that the authorities may raise staff's motivation externally in order to motivate people.

Recommendations for future studies

Using a sample size with high frequency will reduce the possible error rate, thus it is better for the further studies to use a sample with higher frequency so that the results will be extended to the similar groups in different times and communities.

It is suggested to identify and test other mediating variables in future studies and compare the results of other parts of the country.

Study and investigation in order to identify additional factors related to emotional intelligence such as job commitment, organizational citizenship behavior, customer satisfaction.

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