

# The Review of the Relationship between Efficiency of Servant Managers and the Factors contributing of Emotional Intelligence in Iranian distribution National Company

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**ABSTRACT:** Emotional intelligence is a comprehensive term that is covered by extensive set of skills and personal characters and it is beyond the specific scope of prior knowledge such as technical or professional skills. With the advent of the information age and enhance the worthy human communications and also organizational positioning strategies , emotional intelligence has been grown significantly and it has been popular in organization. In this paper, we have been reviewed about the relationship between emotional intelligence and servant leadership in Shirinasal Company. In order to analyze, we have been used application lisrel. Due to 700 personnel we have been obtained the sample size of 248 by Cochran formula.

**Keywords:** Emotional Intelligence, Servant Leadership.

## INTRODUCTION

The research has been led to create the advanced theory on leadership, some of these theories as follows: Charismatic leadership, interactive, transformational, and spiritual and servant leadership (Gholipoor & Hazrati, 2009). Now, the issue has been more considered, is the theory of servant leadership that has been suggested for the first time by Robert Greenleaf in 1977. Today, organizations have structures that post and position for senior executives and leaders just only comes greater responsibilities (Drucker, 1999). Thus, the leaders should have been impacted on their subordinates to increase the effectiveness of organizations. They should always support from their personnel and seek to meet their needs, so the individuals also have necessary motivation to do their duties in the best way. The emotional intelligence has numerous uses in all organizational categories, but in management categories is very important, because it introduces the managers to the society and interacts with many people in inside and outside of organization. Emotional intelligence can help the managers to select in order to have more effective on him and double effect on the others. Distribution company, due to the extent of duties and working in the society, they are very important. The managers of these companies deal with individuals who are very different in terms of field of the study and expert, but they are high level in terms of education and has high-level requirements and in order to manage and influence them, they should have special skills and knowledge. Thus, due to the importance of previous studies to this subject, current research is seeking to answer this question whether there is direct relationship between emotional intelligence of leaders and servant leadership in Shirinasal Company?

### **Theoretical definition on servant leadership**

The leadership is a process that person is able to impact on others in order to achieve the common targets (both individual and organization) (Northouse, 2001). This definition is one of the main definitions that have performed in the area of leadership. The main goal is to serve the individuals through investment on their fostering and prosperity so eventually it will lead to do their duties and achieve their goals (Ambeli et al., 2011). In this paper, we will have been used the dimension of divine love, Humility and modesty, Altruism, reliability, perspective, serving and empowerment.

### **The characteristics of servant leaders**

Servant leaders are always seeking to help the people through teaching and learning in order to use his skills and abilities in the best way in line with achieving the organizational targets. These leaders listen to their talk, support and encourage them and finally if they deviate from the right path, they conduct them again. These leaders know well that they conduct their people to achieve success. They know what criteria need their people to achieve success (Ambeli et al., 2011). This idea that managers and leaders serve their people to create successful organization is not considered new.

The servant leadership can be effective on all existing operating units in organization. Omoh (2007) has mentioned 10 characteristics for the servant leaders as follows:

1- hearing, 2- Empathy, 3- healing, 4- awareness, 5- persuasion, 6- conceptualization, 7- Foresight and forethought, 8- administration and stewardship, 9- commitment on the growth of people, 10- creating group

### **Patterson's theory of servant leadership**

Patterson (2003) presents the theory on servant leadership. he called them servant leadership constructs by defining the values of servant leadership, it underlies many researches in this area. From the perspective of Patterson, common theories in the area of leadership like Transformational Leadership and Transactional leadership, they didn't describe the values enough. Based on Patterson's and resells' view, the servant leaders are the leaders who pay attention their followers. Thus, due to it, the followers are considered as primary priority in organization and organizational considerations are secondary importance. Based on patterson's view, servant leadership constructs as follows: 1- divine love 2- humility and modesty 3- Altruism, 4- reliability, 5- perspective, 6- serving 7- empowerment (Patterson, 2003) these mentioned factors are 7 constructs that model of servant leadership is based on these factors. Now, we will have been reviewed the each of these factors as details.

### **Servant leadership and trust**

The trust has covered the important concepts for study and it is considered as a main key for developing the interpersonal relationships. the low level of confidence is caused the personnel deviate the information flow in organization and thus Mistrust and suspicion is developed between them and Open and honest communication is destroy in organization and decisions in organization haven't been desirable quality (Baired & Amand, 1995). The trust is the multi-level concept that related to interactions in different levels of colleagues, teams and Inter-organizational levels. The servant leaders have impact on organizational culture as follows: being model and paradigm, resource allocation, they use the criteria in order to Recruit, promote and dismiss the employees and what they pay attention to it and what they care about and reward. it is considerable that the trust is severely affected by culture.

### **The servant leadership and empowerment the employees**

Today, the management, Instead of forcing subordinates for information, it is pay attention to empower them and it is interested in Self-actualization in belonging to the organization and identification with it. The servant leaders empower their subordinates so that they can find their future direction and rather they help the others to find the best paths. Empowerment, trust, serving, honest and Appreciation of others are considered as the variables that is implied by servant leadership, they help to shape the organizational culture. Empowerment is considered as a result of modeling and perspective leader.

### **Theoretical definition of emotional intelligence**

The emotional intelligence is a vast concept that is included interpersonal skills and internal states and it is referred to the set of Interpersonal and intrapersonal skills. Factors are contributing high emotional intelligence is according to the model of van student is divided to 5 sections. Self-awareness means to identify the feelings at any moment and making suitable decisions that individuals will able to evaluate exactly and create trust in itself. Self-regulation means that adjust and management of individual feelings in desirable way and finding the ways to control them. Motivation means orientation and direction of Feelings and emotions toward the target.

Empathy means the sensitivity to interests of others and tolerates their views. Social skills mean the ability to create the network in order to achieve the results and related targets.

### **Emotional intelligence and leadership**

The leaders have wide interactions with others in order to play the role and more than other people in organization need the emotional skills and wide range of interpersonal skills. Goleman in his study concluded that about two thirds of the best researches has been done by common people is attributable to emotional competent not, Technical and cognitive skills. While about the leaders, this figure is reach to 80-100%. in between them, the importance of spiritual leadership and behaviors associated with it, are amazing, since the Morale and leadership behaviors, are the stimulant the spirit, feelings and behavior of others, so due , we can state that: people are not only pay attention to leaders, but they imitate them. The leadership is intelligent emotionally; he can control his spirits through self-awareness, improve them through autonomy, understand their effect through empathy and through management relations behave in such a way to boost the morale of others.

### **Emotional intelligence and organizational effectiveness**

Through careful look to the factors of organizational effectiveness, it has been understood that the emotional intelligence also has impact on it. for example, some countries follow Period of unprecedented growth and economic boom, this situation in most organization in order to retain the personnel, especially in advanced economic because of lack of high skills, they are faced with problem and the trend will be downward move. The question is that: what aspects of an organization for employee retention are more important? What skills the managers need to prevent the employee to dismiss from organization? The most effective directors are people who are able to realize the feelings of employees about working conditions and when the personnel feel hopeless, they intervene effectively. Briefly, the directors who remain their employees in the organization, the directors who manage by emotional intelligence.

### **Emotional intelligence, the new means in market management**

It seems that the emotional intelligence can be evolved form of human attention in organizations and also, they are considered as new and proper tools in hands of business executives and Theoretician in the market to guide people within organization and the customers outside of organization and providing their content. Use of emotional intelligence in business is a new idea that has not been determined for many managers and trades people. In fact, the most managers prefer to do their work by his brain instead of heart. Their main concerns are that to feel empathy with employees and customers, they have been away from organization's targets. In any case, today all people should accept the laws of game in post-modern world that is different and they should operate according to the law. Today, the division of servants is applied for management attitude, they divide in two parts: employee-oriented and business-oriented, in fact there is distinction between people who focus on doing work regardless of the spirit of others and the people who considered the motivation and employee morale. Needless to say, the best practices are the way that both sides are at the peak.

### **Attention to emotional intelligence**

Not only the manager needs the high emotional intelligence, but the organizations need the high emotional intelligence of the employees to grow their organization. Social capabilities like awareness and social skill lead to increase the emotional intelligence of the group and thus it is caused to improve the efficiency of organization. giving the reward to Responsible and thoughtful behaviors of the employees will be a motivation for improving the quality level of emotional intelligence and it is caused to create the backgrounds of implementation of self-management and control of emotions each employee of company. On the other hand, the employees have great emotional capabilities and high IQ, through applying citizenship behaviors and extra-role, they will shatter the boundaries of working and they will have desirable performance (Bakhshi zadeh et al., 2012).

### **History research**

Research is based on group and it is not considered to be personal. Moreover each study is based on prior studies, it a foundation and introduction to further information. If the number of possible communications and links of a study with prior studies and existing theories increases, then the importance will increase in expansion of human knowledge. The servant leadership is considered as a new subject in human resource and the research in this field is little. But, the great number of researches has been done about job satisfaction and organizational commitment that leads the important variable to be attractive. Therefore, it has been mentioned only about some of researches in the field of servant leadership.

1. Dr. Arian Gholipoor & Hazrati (2009) in other research, he reviewed the effective factors on the servant leadership. This research has been done in Ministry of Labor and Social Affairs and it has been considered 4 dimensions namely reliability, serving, humility and modesty and kindness for servant leadership. the results obtained from factor analysis indicate that there is a positive and significant relationship between 4 factors with servant leadership. Moreover, also the results obtained from the use of correlation has been identified the relationship between these four dimensions that the relationship between reliability and serving is more than other relationships.

2. Dr. Ahmad Ali Khaef Elahi et al (2009), in his research known as (explain the pattern of effectiveness on Iranian governmental bodies based on the role of servant leadership), he reviewed the impact of servant leadership on effectiveness in public organizations from two paths: leadership effectiveness and effectiveness of compliance. this research has been done in the statistical society included 850 employees and 120 managers in 22 public organizations, research hypothesis have been tested by Student t- test, regression and Spearman, the results shows that there is a positive relationship between all variables.

3. Dr. Arian Ghollipoor & Hazrati (2009), in his research, they have been tested the role of servant leadership on organizational trust and Empowerment of public organizations so, the results obtained from the use of factor analysis and path analysis indicate that there is a strong relationship between servant leadership and organizational trust and empowerment of employees.

4. Nasr Esfehiani and Noori (2011), reviewed the relationship between servant leadership and organizational commitment. In this research, he reviewed the dimensions namely serving, humility and modesty, reliability and kindness for servant leadership and Affective, normative and continuous commitment for organizational commitment. The results obtained from use of correlation and regression show that there is a positive relationship between servant leadership and organizational commitment so, between the dimensions of servant leadership the impact of humility and modesty is more than other dimensions.

## METHODOLOGY

due to the main purpose of this research is to determine the relationship between the emotional intelligence of managers and servant leadership in shirinasal company, thus we can state that this research due to the field is practical and it has been used the library research method and the survey like questionnaire, we have been states that this research is based on nature and method, it is a descriptive-survey research.

**Statistical society and sample selection:** aim of the all sampling in the scientific research is to provide exact and meaningful statements about one group is concerned with study of the subset of the group. This group might be the set of individuals or things. If we examine the different states or cases (through observation or experience) repeatedly (Hooman, 1996).

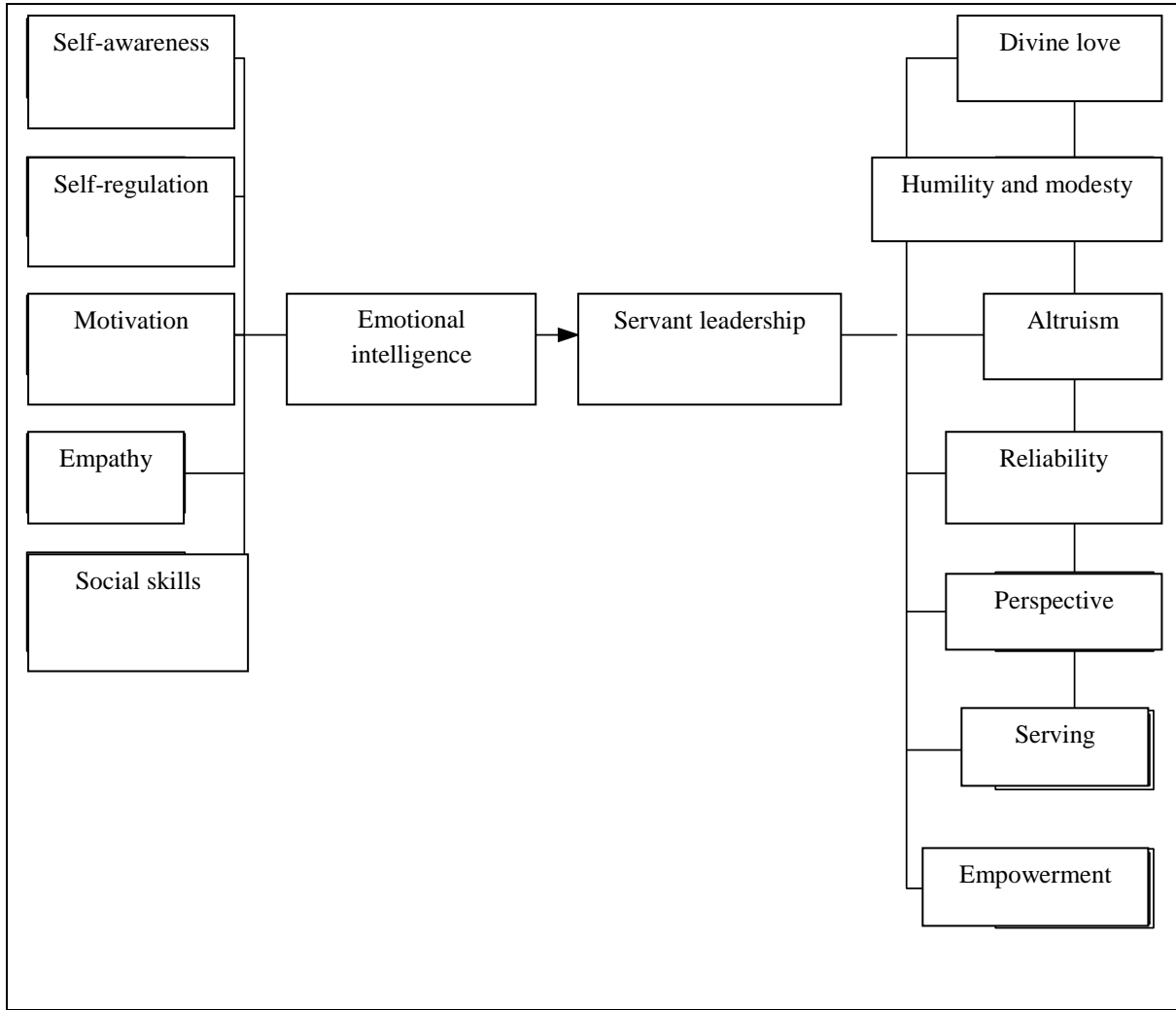


Figure1. Conceptual model (Van steden, 2007).

### Research hypothesis

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

In order to determine the sample size due to the number of employees is 700, achieved the sample size is 248 people has been achieved by use of Cochran formula.

### Data collection tools

One of the main parts of research work is the gathering of information .if this work has been done correctly and regularly, then analysis and conclusion from data will have been done quickly and good accuracy. In this research, in order to collect data, we have been used interview and questionnaire. The questionnaire has been used as the most common gathering information tools in survey research and includes the set of targeted selection questions that has been evaluated Perspective and insight's respondent through various scale (Hafez nia, 2003). It is necessary to mention that these questionnaires have been designed and implemented by applying modification and Soliciting the opinion of respected supervisor professor. Parametric tests and Structural equation modeling based on the assumption of normal; therefore first it has tested the normality. In Confirmatory factor analysis and structural equations modeling doesn't need the normality of all data, but

factors should be normal, thus assuming this data is normally distributed it has been tested in significant level 5% with Kolmogorov-Smirnov. For normality data, statistical hypothesis has been adjusted as follows:

H0: the distribution of data related to each variable is normal.

H1: the distribution of data related to each variable is not normal.

In order to review the research hypothesis and the analysis of expert questions related to them, it has been used from this test.

## RESULTS

Due to the Features and specifications of the individual of statistical society, we can state that 4 features includes gender, age and level of education and work experience has been reviewed as follows: for gender status, the most respondent were male that has been comprised 69.3% of sample size with 172 people.

Table 1. Frequency distribution of respondents by gender.

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

Frequency distribution by age represents that 110 people out of respondents i.e. 44.3% is between 30 to 40 years have comprised the maximum sample size.

Table 2. Frequency distribution of the respondents by age.

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

The frequency of educational level indicates that the people have bachelor's degree with the number of 104 people, they have maximum frequency and they have comprised the 41.9% of sample size.

Table 3. Frequency distribution of the respondents by education.

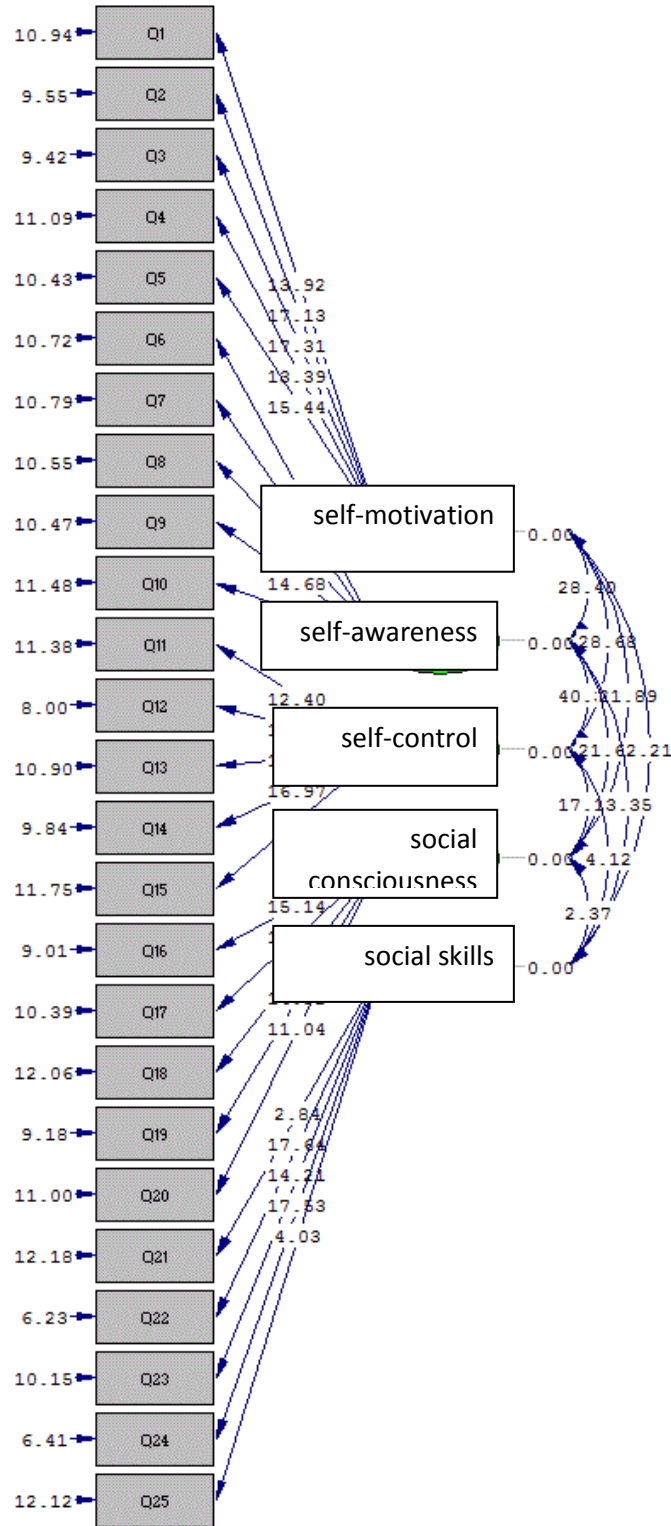
Degree of education	Percent	Frequency
Dyploma	18.9	47
Associate degree	27.01	67
Bachelor	41.9	104
M.S and PHD	12.09	30
Total	100	248

For work experience, Of the 248 respondents, 104 people i.e. 41.9%, they have background between 5 to 10 years which indicates the maximum value.

Table 4. The frequency distribution of respondents by work experience.

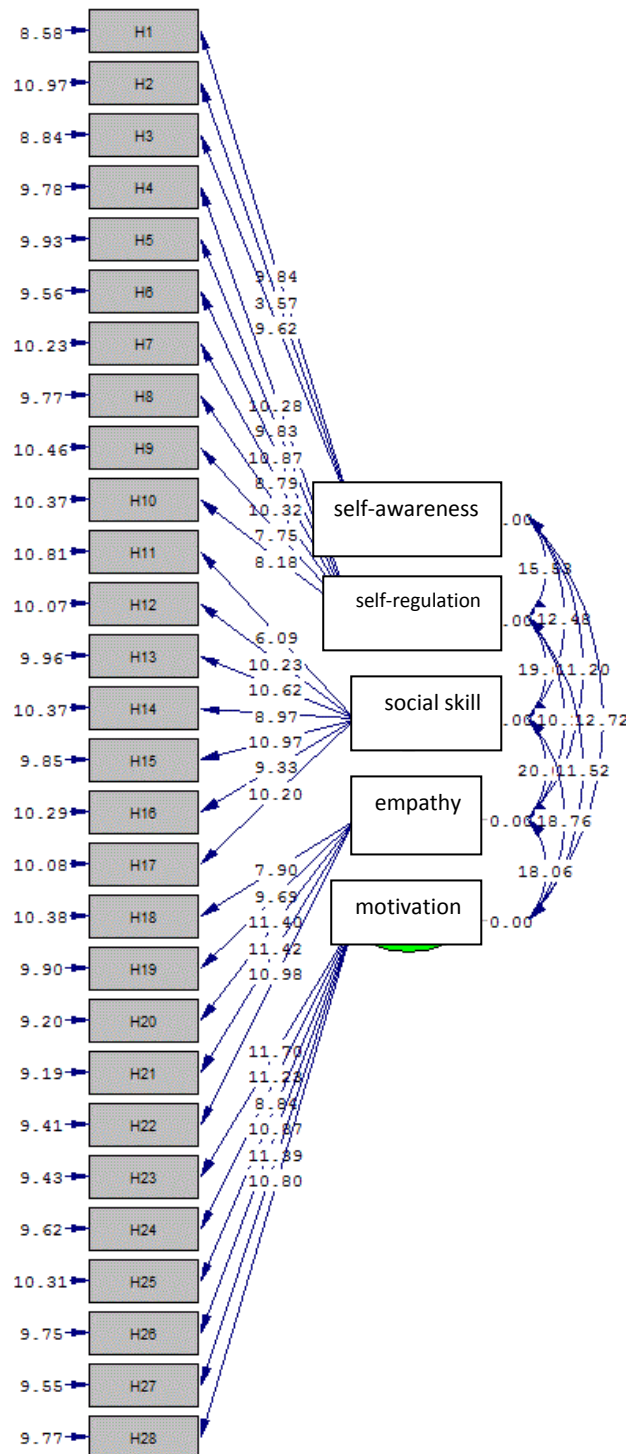
Work experience	Percent	Frequency
Less than 5 years	27.4	68
5-10 years	41.9	104
11-15 years	23.7	52
16-20years	3.9	9
Above 20 years	6.8	15
Total	100	248

**The result of Confirmatory factor analysis in emotional intelligence scale:** confirmatory factor analysis in emotional intelligence scale has been presented in figure1. standard factor loading in confirmatory factor analysis for evaluating the emotional intelligence between each factor ( latent variable) with its observable variables ( the questionnaire) in all cases are greater than 0.3 and even the most cases are greater than 0.6. thus, the factor structure of questionnaire is confirmative. After calculation of standard factor loading, it has been done the significant test. Due to the results of observation in figure2, factor load of t- statistic, the Measures of each dimension of the study in Confidence level 5% is greater than 1.96. Thus, the observed correlations is significant.



Chi-Square=1538.21, df=565, P-value=0.00000, RMSEA=0.027

Figure 2. Standard factor loading of factor analysis in emotional intelligence scale.



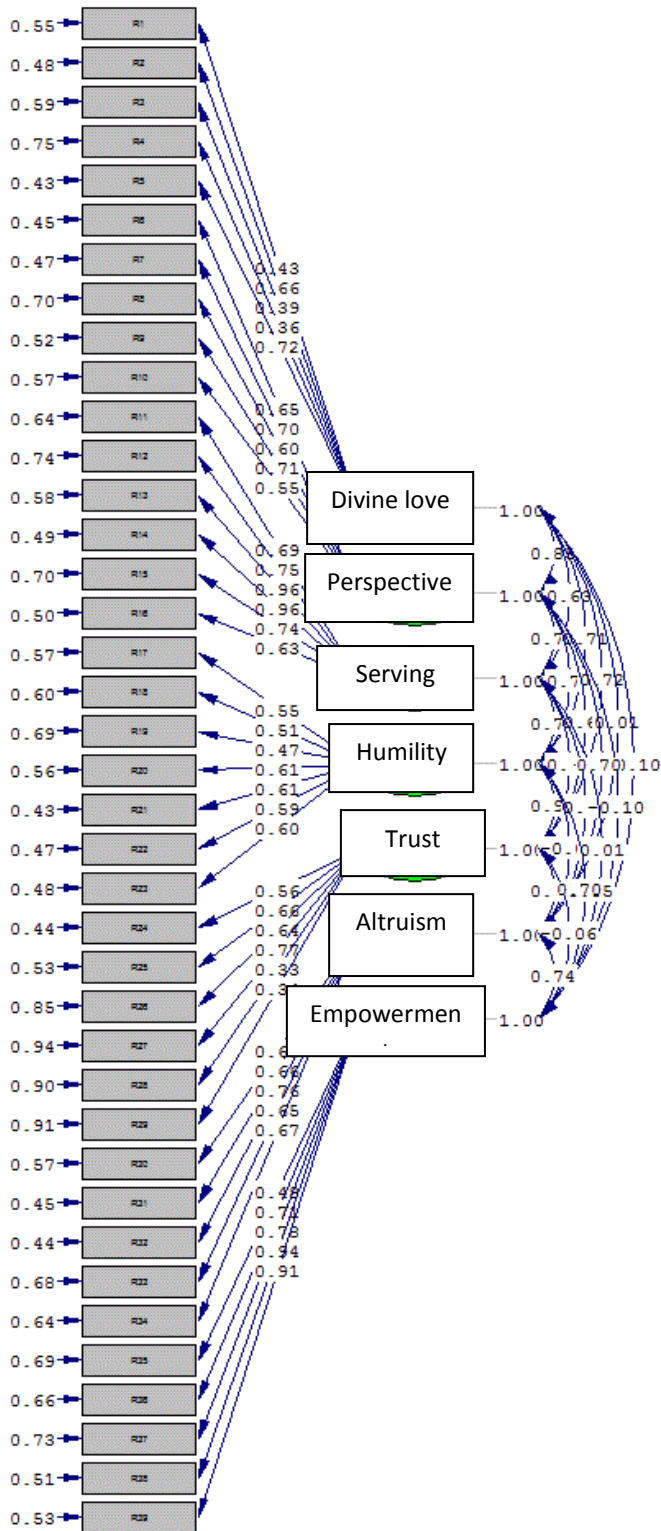
Chi-Square=856.37, df=340, P-value=0.00000, RMSEA=0.078

Figure 3. Significant (t- value) of factor analysis in emotional intelligence scale.

**The results of confirmatory factor analysis in servant leadership scale:** Confirmatory factor analysis in servant leadership has been presented in figure3. Standard loading factor in confirmatory factor analysis for Assess the strength of the relationship between each factor (latent variable) with observable variables in all cases have been achieved greater than 0.3. Thus, the factor structure of questionnaire in servant leadership is confirmative.



After calculation of standard factor loading, it has been done the significant test. Due to the results of observation in figure2, factor load of t- statistic, the Measures of each dimension of the study in Confidence level 5% is greater than 1.96. Thus, the observed correlations are significant.



Chi-Square=1507.03, df=681, P-value=0.00000, RMSEA=0.070

Figure 4. Standard loading factor in confirmatory factor analysis on servant leadership scale.

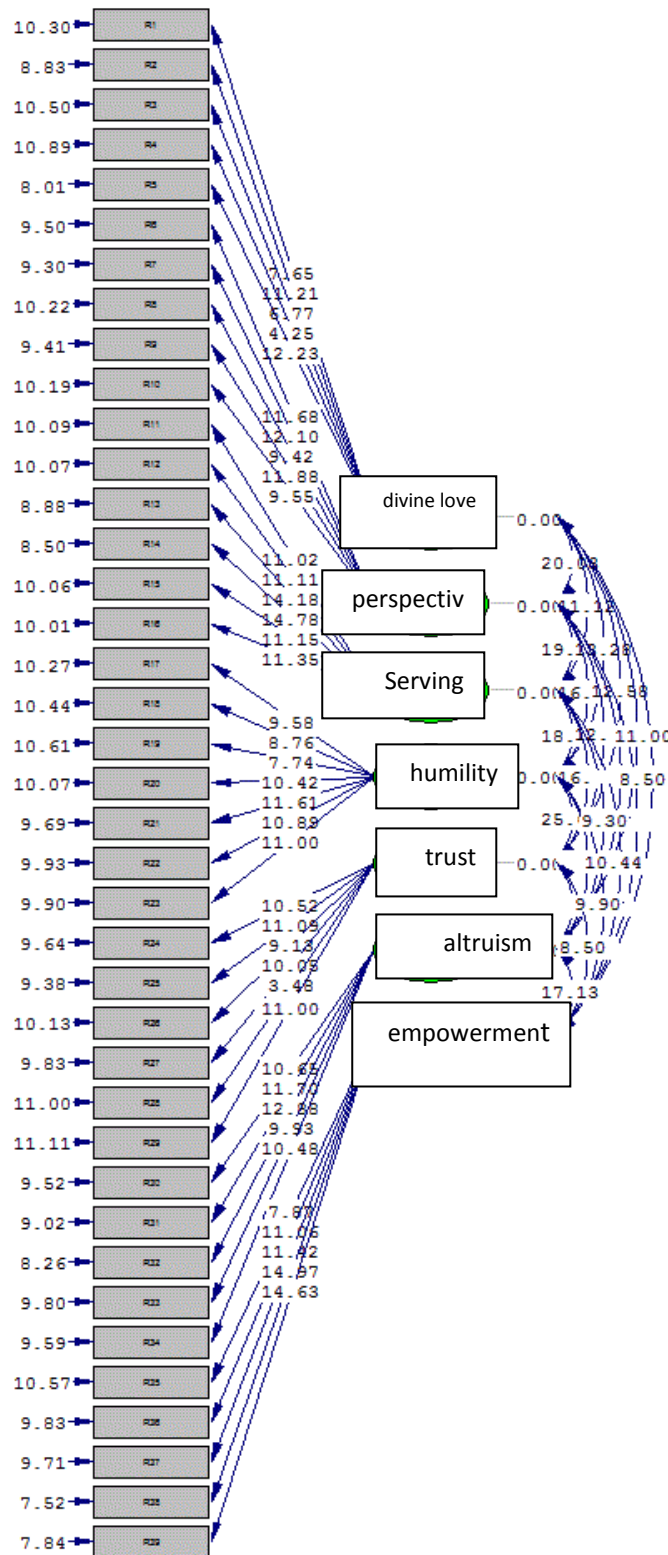


Figure 5. Significant statistic (t-value) factor analysis in servant leadership scale.

The final model of the relationships between variables and proof of research questions: the relationship between the emotional intelligence of managers and servant leadership. The final research model has been indicates, it is according to main variables and the criteria for each of them in figure 5. This model has been drawn by extract of output lisrel software. The results obtained from significant assess in data of model has been presented in figure 6.

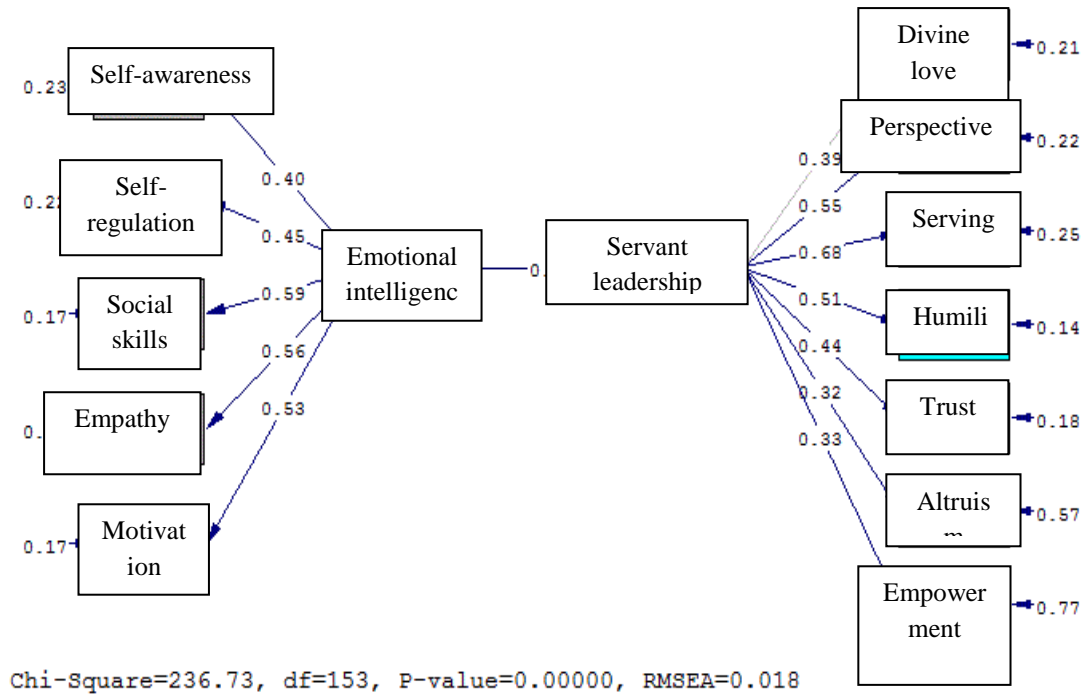


Figure 6. The results from confirmation of final model in relationship between emotional intelligence of managers and servant leadership.

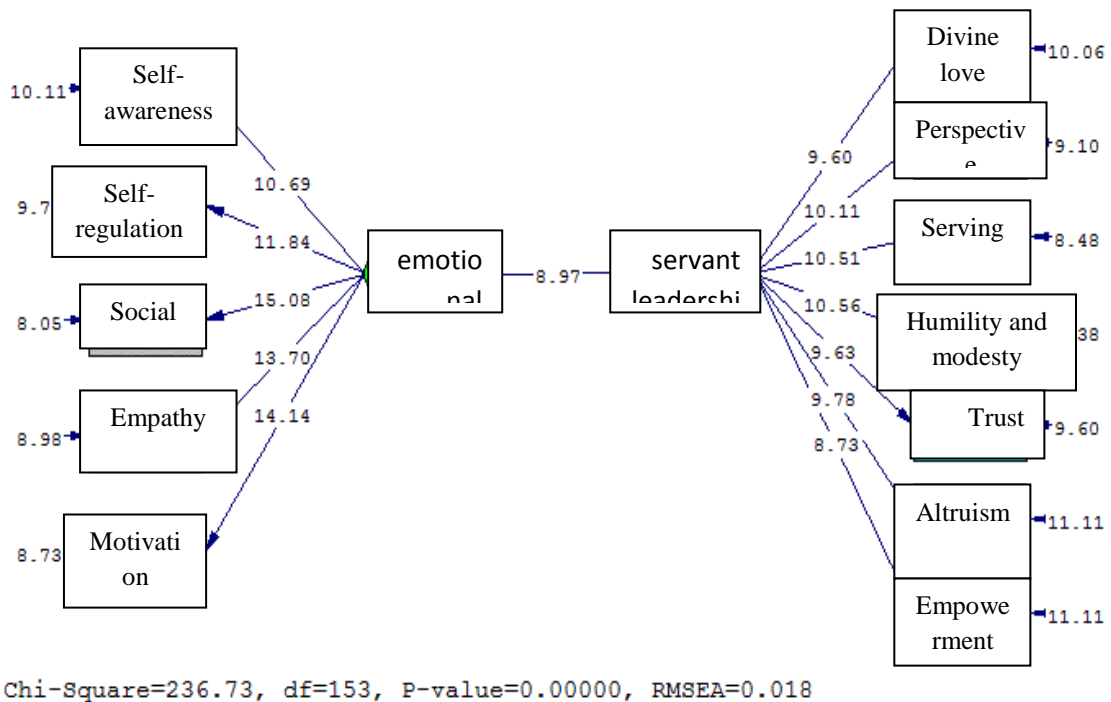


Figure 7. T-value of the results from confirmation of final model in relationship between emotional intelligence of managers and servant leadership.

According to final model, it has been seen that there is a positive and significant relationship between all elements. Therefore, the final model i.e. main hypothesis will have been confirmed. The final model of relationship between self-awareness of managers and servant leadership. The final structural equation modeling

has been used for assessing the relationship between self-awareness of managers and servant leadership. where, both structures has comprised the number of latent variables, the average of responses to each item has been calculated and we have been used from that variable as a observable variable in final model. the final model has been presented in figure7. this model has been depicted by extract of output lisrel software. The results obtained from significant assess in data of model has been presented in figure8

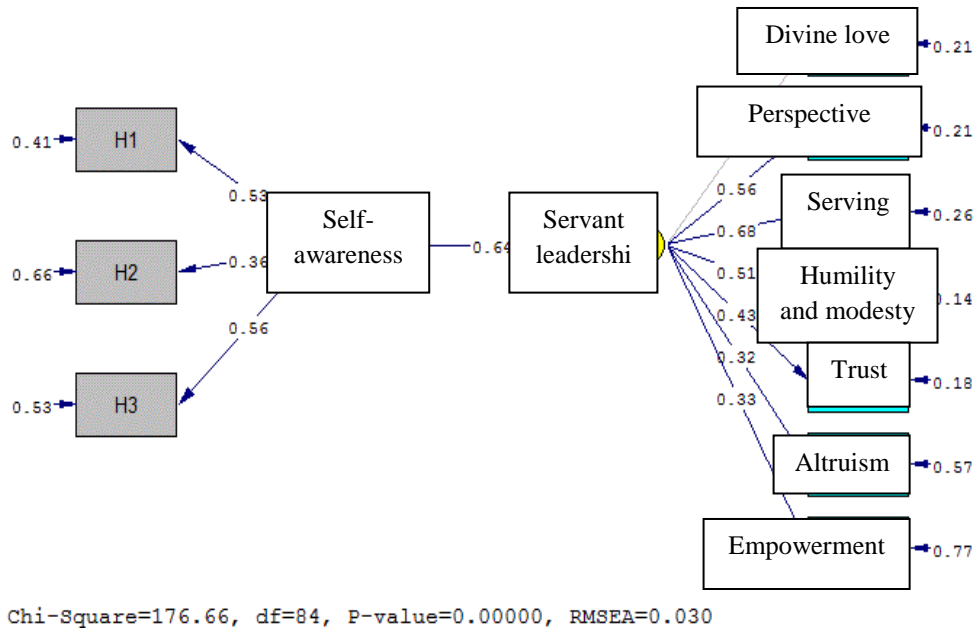


Figure 8. The results from confirmation of final model in the relationship between self-awareness and servant leadership.

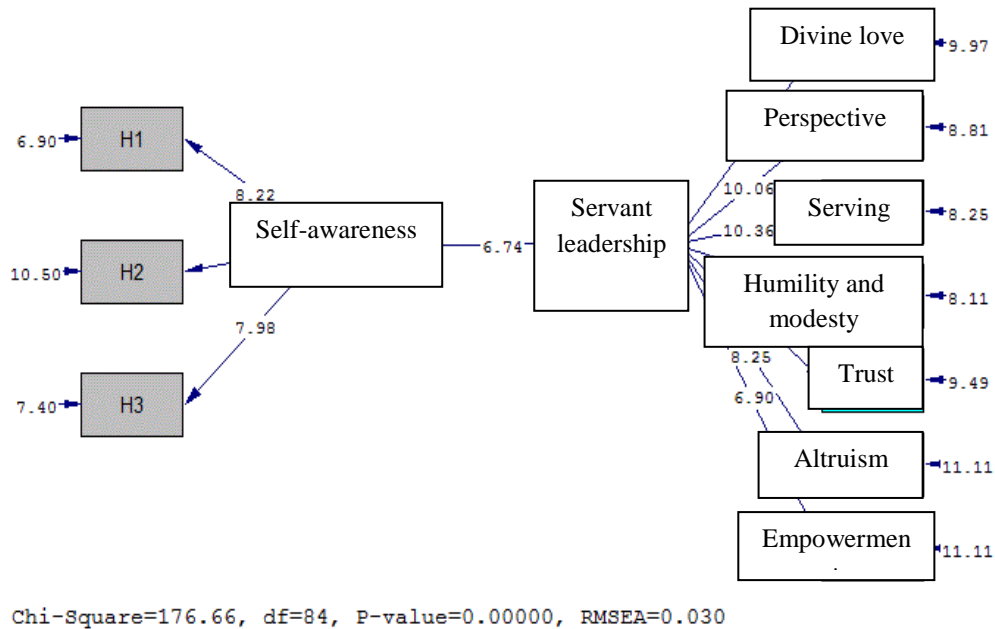
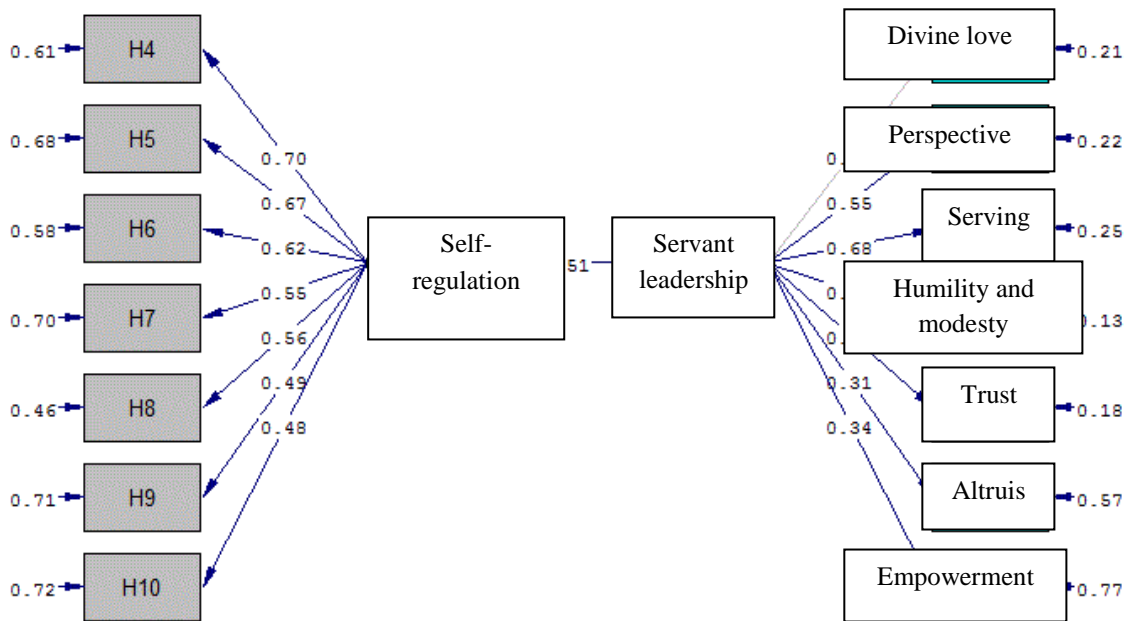


Figure 9. Statistic t-value of the results from confirmation of final model in the relationship between self-awareness of managers and servant leadership.

Based on calculation:

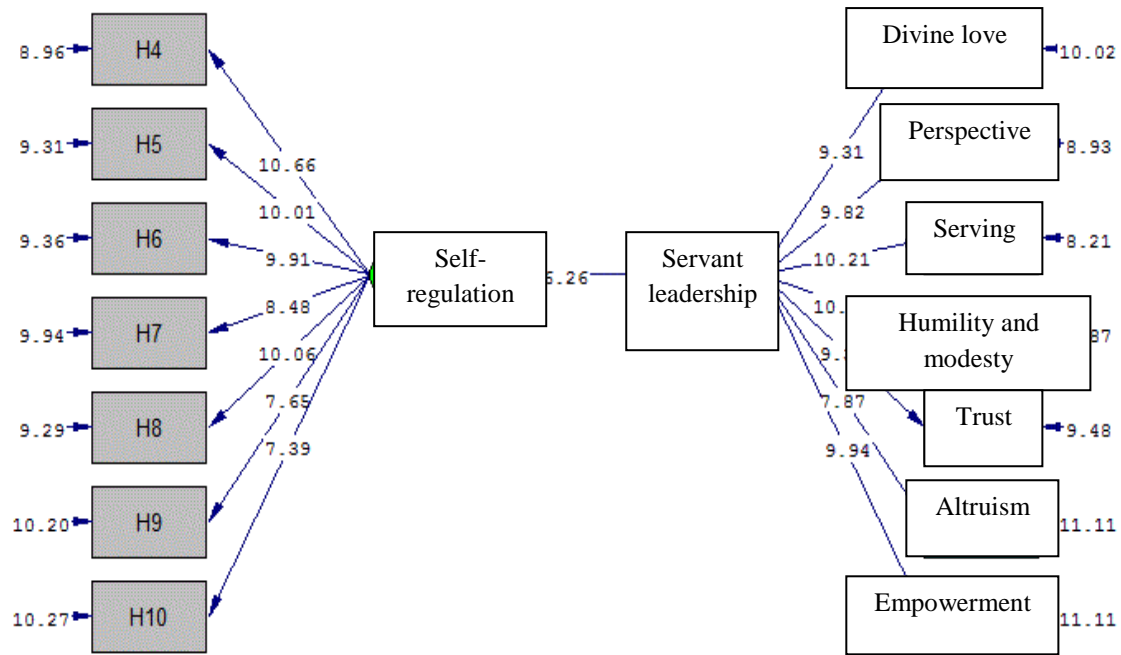
- Standard loading factor of constructs, self-awareness of managers and servant leadership has been achieved 0.64, it has been indicated that this relationship is very strong and desirable. Also loading factor of statistic t has been achieved 6.74, it has been presented that the correlation is significant. Thus, there is a relationship between self-awareness of managers and use of servant leadership. Also, based on calculation, the factor structure of variables of research has been confirmed.

In order to assess the relationship between two numbers of research constructs i.e. self-regulation of managers and the use of servant leadership, the final structural equation modeling has been used. Since, each two constructs has been comprised of the number of other latent variable, the average responses obtained to the data point of each variable has been calculated and that variable has been used in final model as a observable variable. The final model has been presented in figure 9. This model has been depicted by extracting from output lisrel software. The results obtained from assess of significant data of modal has been presented in figure 10.



Chi-Square=311.60, df=116, P-value=0.00000, RMSEA=0.012

Figure 10. The results of confirmation of final model in the relationship between self-regulation and use of servant leadership.



Chi-Square=311.60, df=116, P-value=0.00000, RMSEA=0.012

Figure 11. Statistics t-value in the results of confirmation of final model in relationship between self-regulation of managers and the use of servant leadership.

Based on calculation:

- Standard loading factor of constructs, self-regulation of managers and servant leadership has been achieved 0.51, it has been indicated that this relationship is very strong and desirable. Also loading factor of statistic t has been achieved 6.26, it has been presented that the correlation is significant. Thus, there is a relationship between self-regulation of managers and use of servant leadership. Also, based on calculation, the factor structure of variables of research has been confirmed.

**The final model of the relationship between motivation and the use of servant leadership:** In order to assess the relationship between two numbers of research constructs i.e. self-regulation of managers and the use of servant leadership, the final structural equation modeling has been used. Since, each two constructs has been comprised of the number of other latent variable, the average responses obtained to the data point of each variable has been calculated and that variable has been used in final model as a observable variable. The final model has been presented in figure 12. This model has been depicted by extracting from output lisrel software. The results obtained from assess of significant data of modal has been presented in figure 12.

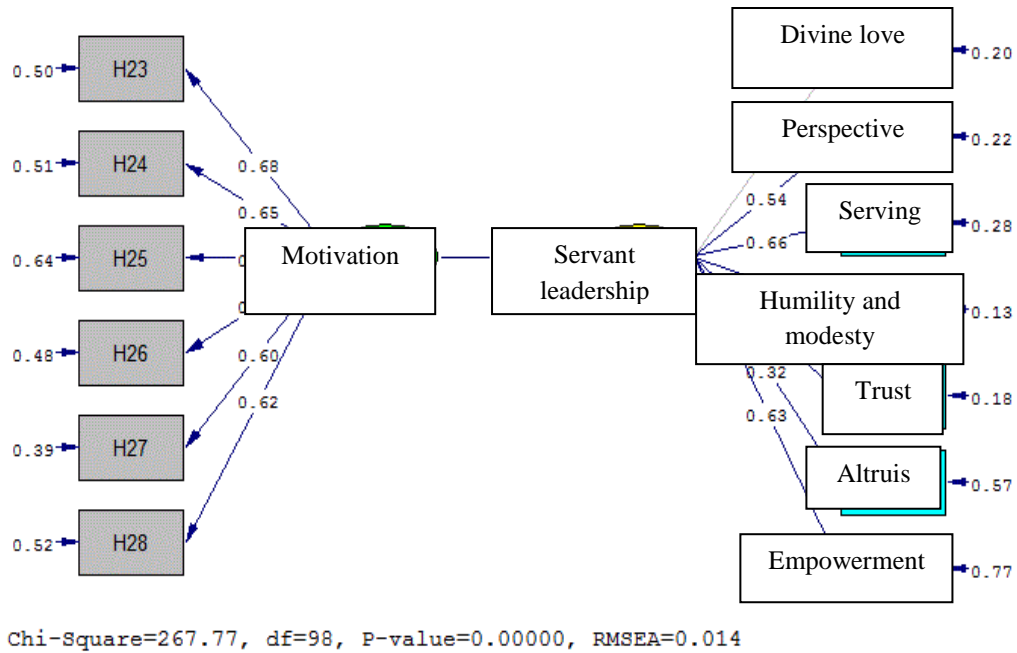


Figure 12. The results of confirmation of final model in relationship between motivation and the use of servant leadership.

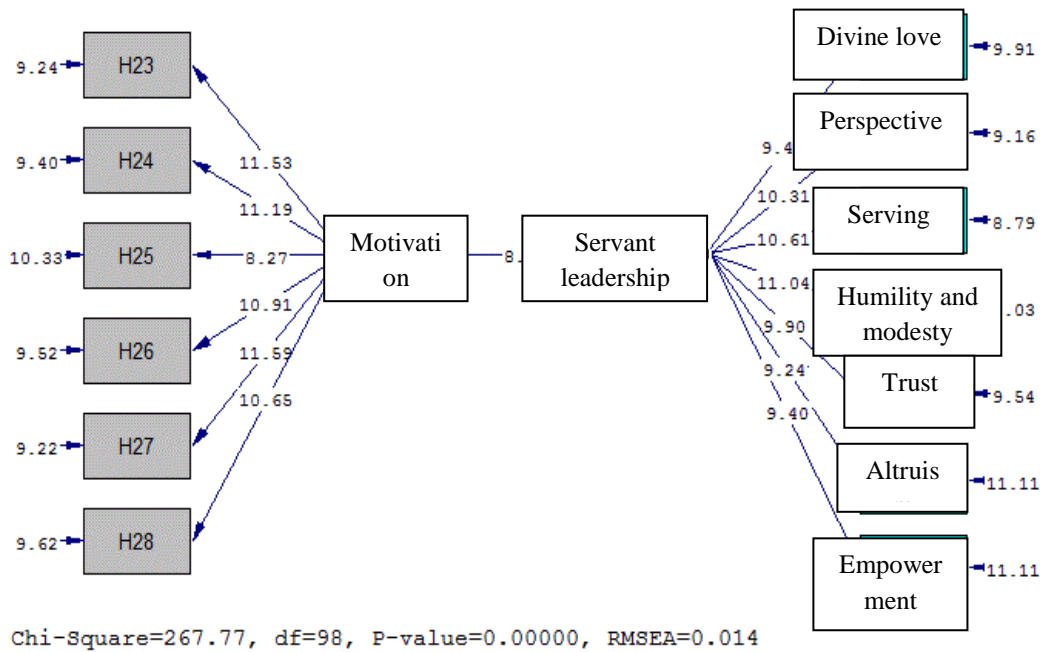


Figure 13. Statistics of t-value in the results of final model in the relationship between motivation of managers and the use of servant leadership.

Based on calculation:

- Standard loading factor of constructs in motivation of managers and servant leadership has been achieved 0.74, it has been indicated that this relationship is very strong and desirable. Also loading factor of statistic t has been achieved 8.95, it has been presented that the correlation is significant. Thus, there is a relationship between motivation of managers and use of servant leadership. Also, based on calculation, the factor structure of variables of research has been confirmed.

**The final model of the relationship between empathy and the use of servant leadership:** in order to assess the relationship between two research constructs i.e. empathy of managers and the use of servant leadership, the

final structural equation modeling has been used. Since, each two constructs has been comprised of the number of other latent variable, the average responses obtained to the data point of each variable has been calculated and that variable has been used in final model as a observable variable. The final model has been presented in figure 14. This model has been depicted by extracting from output lisrel software. the results obtained from assess of significant data of modal has been presented in figure 14.

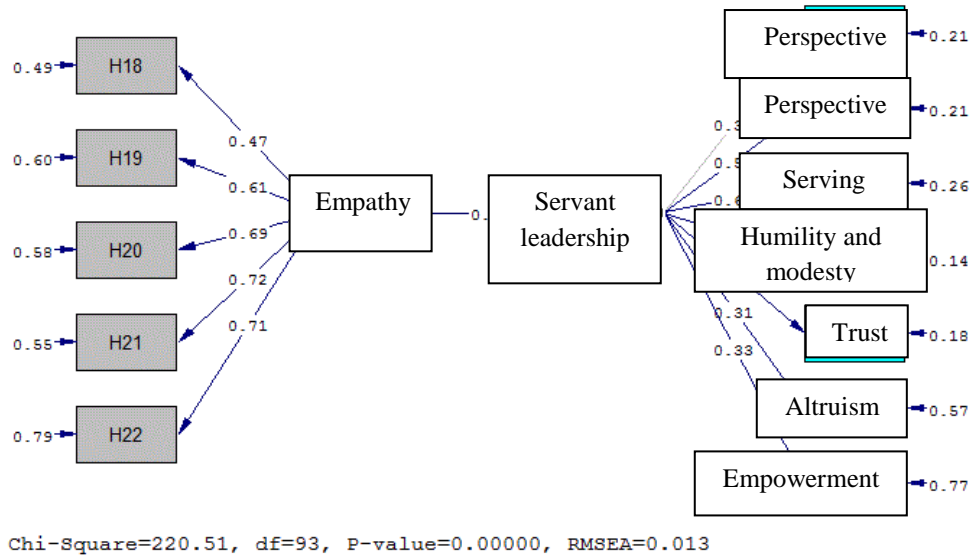


Figure 14. The results of confirmation of final model in relationship between empathy and the use of servant leadership.

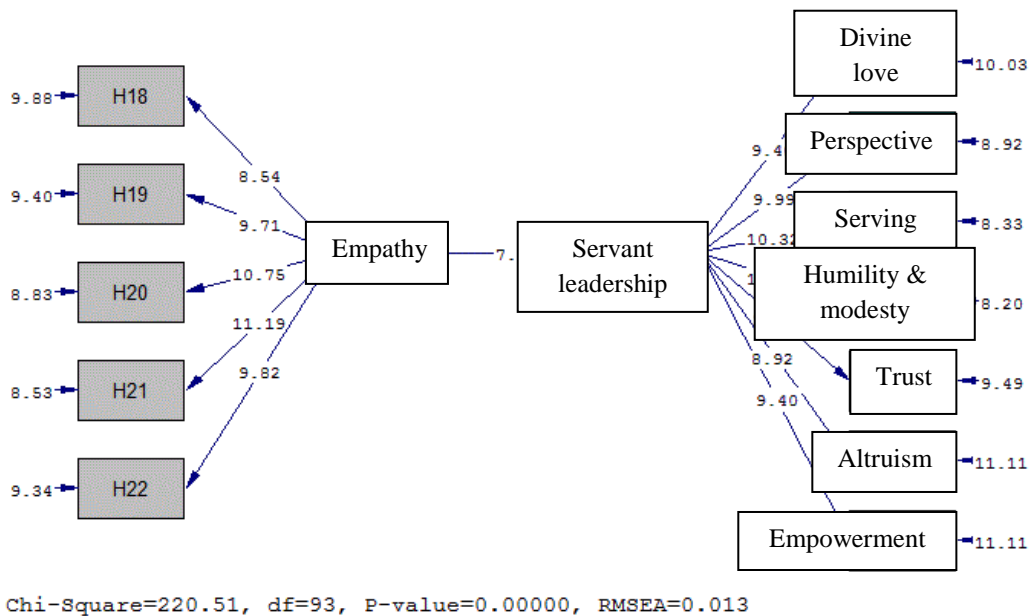


Figure 15. Statistics of t-value in the results of confirmation of final model in relationship between empathy and the use of servant leadership.

Based on calculation:

- Standard loading factor of constructs in empathy of managers and servant leadership has been achieved 0.77, it has been indicated that this relationship is very strong and desirable. Also loading factor of statistic t has been achieved 7.81, it has been presented that the correlation is significant. Thus, there is a relationship between motivation of managers and use of servant leadership. Also, based on calculation, the factor structure of variables of research has been confirmed.



**The final model of the relationship between social skills and the use of servant leadership:** in order to assess the relationship between two research constructs i.e. social skills of managers and the use of servant leadership, the final structural equation modeling has been used. Since, each two constructs has been comprised of the number of other latent variable, the average responses obtained to the data point of each variable has been calculated and that variable has been used in final model as an observable variable. The final model has been presented in figure 16. This model has been depicted by extracting from output lisrel software. The results obtained from assess of significant data of modal has been presented in figure 16.

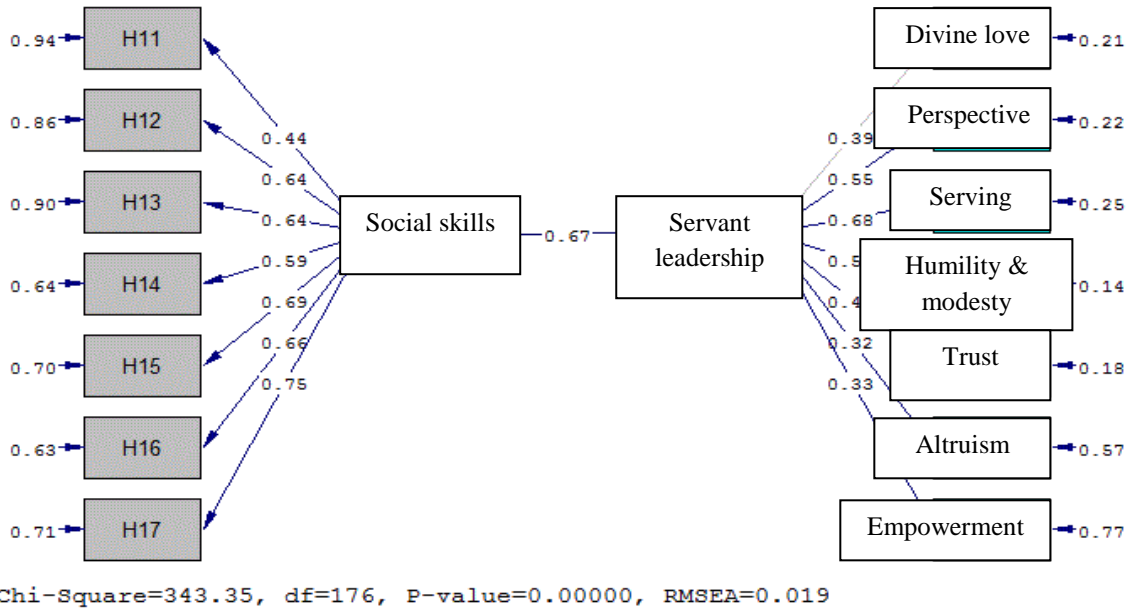


Figure 16. The results of confirmation of final model in relationship between social skills and the use of servant leadership.

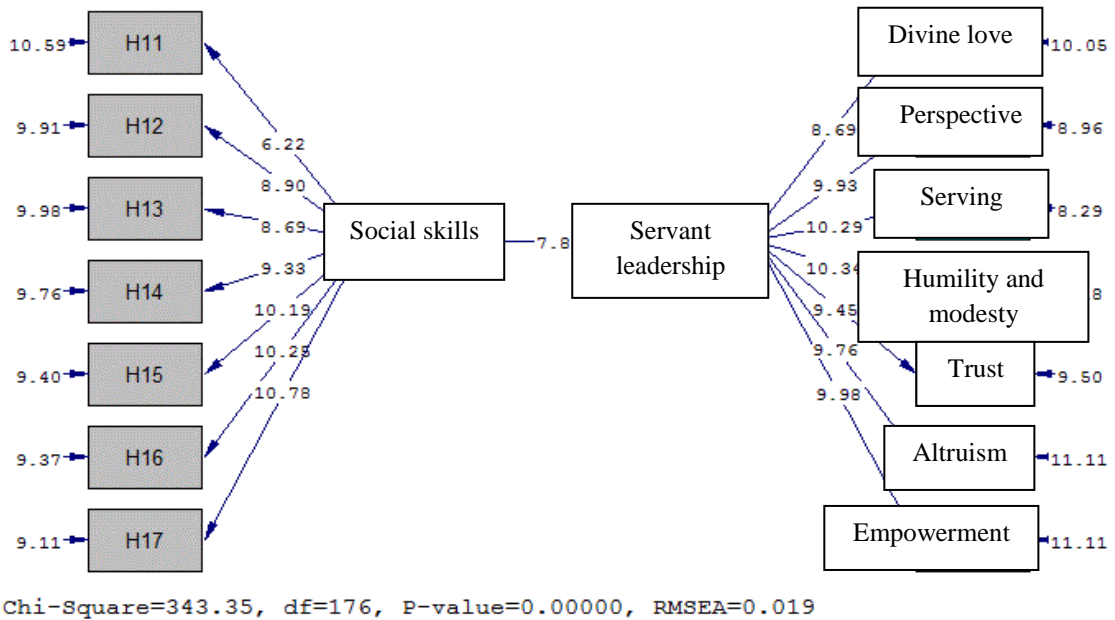


Figure 17. Statistics of t-value in the results of confirmation of final model in the relationship between the social skills and the use of servant leadership.

Based on calculation:

- Standard loading factor of constructs in social skills of managers and servant leadership has been achieved 0.67, it has been indicated that this relationship is very strong and desirable. Also loading factor of statistic t has been achieved 7.84, it has been presented that the correlation is significant. Thus, there is a relationship between social skills of managers and use of servant leadership. Also, based on calculation, the factor structure of variables of research has been confirmed.

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## CONCLUSIONS

Matching the result of research and practical principles needs to be consistent with other results of research of scholars. In this part, the analysis of findings due to literature is explained that is related to variables of this research and finally we concluded from paper and the suggestion has been offered. Today, the managers and leaders realize the importance and role of correct interaction and Mutual understanding with employees and etc. through emotional intelligence so that according to statistics, many organizations have been moved towards it. The emotional intelligence has been brought advantages for organizations through management on himself and understanding and management on the others and it has been raised the effectiveness of managers and leaders and thus performance of the organization. The organization is the set of groups that their successful interactions help to be Organizational flexibility and versatility and applying the changes in organization. Thus, in order to raise the effectiveness of organizations, they have been used the soft skills based on emotions. Thus, the emotional skills can be help the organization in this field in order to plan the programs for developing the employees and boost the performance and thus, effectiveness of organization.

The results show that there is a positive and significant relationship between self-awareness of managers and servant leadership. As a result, when the self-awareness of managers is in good and high level, then the use of servant leadership will be increased so that the result of this research is line with the result of Khaef elahi et al (2009) and Ambeli et al (2011). Thus, the employee always attempts to increase the efficiency and effectiveness of organization through taking advantage of expertise. Improvement and reconstruction of organization is a process to help more effectiveness through Knowledge and practices of the behavioral sciences. As a whole the aim of development of human resource to provide the conditions that convert the organization to suitable environment for emerge of advanced humans because today, Knowledgeable and valuable staff are considered as the most important factor of effectiveness in every organization. also, human resource because of having thought and felling in order to achieve the goal in every organization have to inform his situation in organization, then according to this awareness of weakness and strengths he has been used the facility for more effectiveness. on the other hand, also organizations to achieve the organizational goals requires to understand their abilities and performance in organization so accordingly improve their performance and create positive changes in organization. Among this, understanding of efficiency and Evaluation of staff performance are considered the tools that help the organization and human resource in cognition of performance. if evaluation system has been designed and implemented favorably, then it will be considered as the reliable means in order to increase innovation in organization, identify the powerful and strong staff and give them reward in order to motivate them, determination of training needs, pushing staff towards compliance with laws and regulations and increase the personal capabilities. Also, if evaluation process has been done correctly and necessary feedback is given to staff and managers, then it will be led to improve the performance of organization. The results show that there is positive and significant relationship between self-regulation of managers and servant leadership. as a result, when the self-regulation of managers is in good and high level, then the use of servant leadership is increased that the results of this research is line with the results of Nasr esfehaneh and Noori (2011). In order to achieve the goals, staff in organization should do their duty in acceptable level of efficiency. This problem for public organization that their weak performance leads to fail for doing public services and private company that their weak performance leads to go bankruptcy is very important and critical. In aspect of society, more interesting point for organization is to have staffs who work well. Good performance increases the efficiency and so leads to increase national economic. Also, the results of research show that there is a positive and significant relationship between motivation of managers and servant leadership.

The results indicate that there is a significant relationship between social skills of managers and servant leadership. As a result, if social skills are in good and high level, then the use of servant leadership will be greater and more suitable. The results of this research is in line with the result of Gholipoor and Hazrati (2009), Khaef elahi et al (2009), Ambeli et al (2011). Therefore, we can conclude that the people who have social intelligence, they can use their brain and physical power in order to communicate with other effectively. They should have the characters that impact on others. The leaders in aspect of emotion is intelligent, he can control the morale through self-awareness, improve them by autonomy, understand their impact through empathy and through management relationships behaves to boost morale of others.

Professional development organization begins through observation of emotional intelligence related to leadership development. The value of self-awareness and self-management, building relationships, intuitions and emotional factors in working life is unmistakable. In modern organizations where team work are necessary for achieving success, the managers and staff can create team spirit and empowerment the workplace with improving the Characteristics of emotional intelligence. The leaders of an organization for matching with changes and in order to survive in new business environment needs the specific features that generally the managers in order to answer them deal with many difficult.

The emotional intelligence is similar to electricity pass through wire, it spreads to throughout organization. Through more specific conclusions, we can state that spirit leadership is epidemic and movable, so in this respect it develops in throughout the organization quickly. If the spirit leadership and necessary behaviors are Powerful drivers of business success, then first duty of leader is emotional leadership. a leader should be ensure that not only have reliable and full of energy, optimistically morale, but the subordinates through prominent behaviors, fell the same way and act them. Thus, it is necessary for manager characterizes through Thoughtful analysis the impact of emotional leadership and then by the same order, he modifies the behavior based on it. finally we should state that whatever this study can supply is to provide the recognition of the effective factors and related to emotional intelligence and servant leadership and due to their positive impacts, they caused to review the causes of unknown behavior is out of scope of duty, that leads to increase the effectiveness in organization and companies by recognition the suitable knowledge and vision.

### **The suggestions of paper**

Due to the results of paper and the positive and significant impact and very strong relationship between self-awareness and servant leadership, we have offered the organizations and companies according to inabilities or failure of staff. Through recognizing the strengths of people and express the interest by giving them a reward, they feel like heroes and act like them and the other hand, it has been provided the environment to respect each other and behave modestly. The manager must attempt to give the reward to the staff because of good performance by incentive programs. Due to results of paper we have been offered the managers to realize the motivation and satisfying factors in organization and explain the mental health factors and finally, the organizational structures should be reviewed. This revision helps to identify whether the policies and organizational performance prevent the work ethic or not, because the economics of all countries and work force in these countries undergoes the profound changes in the shape of management will create important change and new economics. Due to the results of paper, it has been offered the people to trigger the motivation externally in staff.

### **Conflict of interest**

The authors declare no conflict of interest

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