Investigating the Influence of Emotional-Social Competencies on the Mental Health of the Staff; Case study: Iran’s Dairy Industry

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Abstract
Background and purpose: Managers’ competencies leave a decisive effect on the mental health of staff. The present research intends to investigate the influence of emotional-social competencies on the mental health of the staff. Method: the current research is practical in its purpose and correlative regarding data gathering. The statistical community included all the staff of Pegah Company in District 3, which were 221 persons selected through simple random sampling. The assessment tools of this study were standard Boyatzis questionnaire for emotional-social competencies of managers from the staff’s point of view and Goldberg general health questionnaire for the mental health of the staff. The validity (content, convergent, divergent) and reliability (load factor, composite reliability, and Cronbach’s alpha coefficient) were employed which indicated that assessment tools have acceptable validity and reliability; and the gathered data were analyzed by SMART-PLS2 and descriptive statistics with SPSS21. Findings: the outcomes of this study indicate that t coefficient ranges between emotional-social competency, emotional competency and social competency with the mental health which were respectively 7.46, 5.21, and 10.46. Also, the values of R2 coefficient of determination were 0.71, 0.67, and 0.54 respectively which are desired results. It shows that emotional-social competency, emotional competency and social competency leave positive and significant impacts on mental health. Conclusion: the results of this study attests to the importance of managers’ emotional-social competency for mental health of staff. Thus, the organizations should employ some strategies for the managers to acquire emotional-social competencies and accordingly improve mental health of staff and attain organizational goals.

Key words: emotional-social competency, emotional competency, social competency, mental health

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Introduction

Human capital is the most critical strategic element and the most basic way to enhance the effectiveness and efficiency of the organization and will lead to progress of society (Edgar, et.al, 2015). Organizations in the broadest sense are pillars of the present community and management is the most important factor in life, growth and mortality of organizations (Holloway, 2012). Now that the importance of human capital is perceived as one of the most important resources of the organization, their behavior can be considered very important and clearly the role of human resources in community affairs and as one of the most effective pillar of economic, social, and cultural changes has a great importance, because if an organization has the most capital and the best technology and facilities, but lacks the manpower to be productive and motivated will not reach its goal. Today, organizations require effective and efficient personnel to be able to go on toward immersive development and achieving their goals. But in the meantime, a number of factors including social and environmental conditions have impact on the performance of the individuals and in the meantime, a variety of competence of human capital is one of the most important tools to achieve organizational goals and overcome organizational problems (Hagan, 1996). Managers in organizations as the most people play different roles and to carry out these roles they need to have various competencies (Bücker, 2010). Emotional-social competence is one of the key competencies for managers in organizations (Ropes, 2015). Emotional-social competence leads to the growth of interaction with other people in the organization, contributes to raise the emotional intelligence very much; increased emotional intelligence causes the emotional competence development; the emotional competence is “the learned and acquired ability” being rooted in emotional intelligence and plays a key role in successful job performance (Vieira, 2008) and leads to numerous achievements in the workplace. This competence affects customs service, management and guidance of the workforce, diagnosis of behavior of others and development and success in work groups. Emotional competence, in turn, contributes to the development of social competence (Denham, 2007). Social competence is the ability to organize the personal and environmental resources and maintain them (Semrud-Clikeman, 2007). he has described emotional-social competence as the ability to recognize the emotions and feelings of him and others to motivate him and effectively manage the emotions and feelings of him and others and he believes that the emotional and social competence describes the behavior that maintains people in challenging roles or increases the demand for their expertise and gives them the qualities helping them in effective treatment or variability. Goleman (1995) introduces emotional-social competence with two individual and social parts, which individual aspect refers to the emotional competence; individual part includes three aspects which are self-awareness that means having a deep understanding of emotions, strengths, weaknesses, values and motivations of his own. Self-management is internal constant dialogue that leads us to it by preventing the emotions and feelings intrude to achieve the goals; Self-motivation that it includes development and the desire to achieve future goals. In social part it includes two parts including social awareness meaning awareness of the needs, interests and understanding of others, and social skill meaning the competence in desirable response to others (McKeon& Bates, 2013). On the other hand, mental health is required for continuity preservation of social, occupational and educational performance of society and supplying it is the main objective for the implementation of mental health programs in the society (Sahebi & Ayatollahi, 2007). Mental health, it is thought health and the ability to adapt to environment and relatives (Habib, 2003). Mental health of the staff is very effec-