Market Management from the Perspective of a New Tool Called Emotional Intelligence (EI)

1Kulthum Maleki, 2Bahareh Badi Masood, 3Mahboubeh Derakhshandeh

1Master Student of Accounting Department, Damghan Branch, Islamic Azad University, Damghan, Iran.
2Master Student of Accounting Department, Damghan Branch, Islamic Azad University, Damghan, Iran.
3Academic Staff of Accounting Department, Damghan Branch, Islamic Azad University, Damghan, Iran.

ARTICLE INFO
Article history:
Received 10 September 2014
Received in revised form 23 October 2014
Accepted 27 November 2014

Keywords:
Organization, emotional intelligence, market management, emotional intelligence

ABSTRACT
Leadership of an organization to adapt to changes and to survive and thrive in new environments have particular characteristics that generally manager are facing many problems to respond them, one of the most important features that can help leaders and managers in response to these changes is emotional intelligence. Emotional intelligence is something that tries to explain and interpret the role of emotions in human capabilities. Managers who have emotional intelligence are effective leadership that gains to the purposes of soles productivity, satisfaction and employee commitment. Given the importance of emotional intelligence in management such as marketing management, this paper explores the dimensions of emotional intelligence on market management, leadership development in the workplace and teaching in such organizations. This article is prepared based on descriptive and reviewing method. And entries have been collected in the field by reading authentic available books and resources. At the end it was concluded that purchasing, selling, marketing, management and business, are inevitably dealing with the human factor such as emotional intelligence, emotional intelligence as an inevitable element is enabling capabilities to understand the emotions in a way that lead to explain the long-term and short-term organizational goals, effectively.

INTRODUCTION

Today, the human factor management is the most important development reason that human in all areas and any form can see it in various communities. The human factor is creating the gross differences in the conditions of human life. If this factor is deleted from daily life, the development of human life will be deleted. To change and moving towards better conditions in addition to factors such as capital, raw materials, etc. The most important factor is human resources. In fact, the wealth of any society is only human resources. This view may seem extreme, but in fact it proves a leader in various communities. A community with all material and the vast wealth of the society is deprived of all the facilities to compare and see which lacks the wealth and power has more power, the only factor that would seem to be effective is human factor. In the field of economic and commercial affairs like other sectors of society, the human factor is critical. This paper looks at the new approaches of management and business.

The first attention that in Management and Business seriously with proper treatment was given to the human factors is concerned by the Harvard professor Elton Mayo. He did research at the Western Electric Company; the main conclusion was that considering the human factor is the most important tool in the growth, motivation and productivity of their organizations and employee.

In fact, after Taylor published his Principles of Scientific Management, revolutionized the organization productivity and performance, as well as managing the organization, mechanical methods are to be led to decreased employee satisfaction. Elton Mayo Efforts that was the initiator of the movement in management and was the famous behaviorist school of thought, leads the managers and business elites to special attention to the human spirit within and outside the organization. The boom of the behaviorist approach is on 1930s, however, has maintained its credibility up to now. So that now in the divisions used for the management attitude, they are
divided into two categories of employees-based and workerists that is the distinction between those who priorities and focus only on the work of others, regardless of their morale and employee morale and motivation of those who consider them. Needless to say that the best way is the method that has the employees based and workerists. Emotional intelligence seems to be a developed form of people attending by organizations and new and qualified tools in the hands of the managers, the market theorists for the guidance of people in the organization and out-customers for providing their satisfaction.

**Issue expressing:**

Emotional intelligence (EI) involves understanding and controlling their emotions. In other words, a person with high EI combined three excitement (intelligence) components successfully, (cognitive component, a psychological component and a behavioral component). The term emotional intelligence was first named and introduced in 1990 by psychologists John Mayer and Peter Salve. They said those who are emotionally intelligent, are able to control their emotions and others, the distinction between positive and negative outcomes of their emotions and emotional information to guide their own thinking and actions. They used emotional intelligence to express terms of quality, perceiving, and the ability to empathize with others’ feelings, and good temperament to handle them. In fact, the intelligence includes understanding others and their feelings and uses it to make good decisions in life. In other words, emotional intelligence is a factor in the failure of individual motivation and due to having high social skills is resulting to a good relationship with the people. Emotional intelligence suggests that psychological and emotional reciprocity in social relations and in particular in terms of what is right and what practical action is poor. This means that people in different situations to keep alive their hopes on, to empathize with others, to hear the feelings of others, to make a great reward, ignore the small reward, do not allow to serious concern, disturbed his ability to think and argue, the problems of stability and maintain his motivation at all. Emotional intelligence is an emotional aptitude that determines how to best use your skills and helps you think in the right direction to be taken.

Daniel Goleman argues, high emotional intelligence would explain why people with average IQ are a more successful than those who have higher IQ scores. Intelligence quotient (IQ) cannot fully explain the fate of the individual who have similar opportunity, educational requirements and perspectives. When ninety-five student at Harvard in the 1940s, were studied during the period when the University of East America in persons with Intelligence quotient (IQ) were more diverse than it is today - the middle age examined Such when see those who have highest score and education, in terms of salary, productivity and career success of their weaker peers are not more successful. Even in terms of personal life satisfaction or satisfaction of friendship, family and love.with the emergence of the information age, the human communication value enhancement and the development of organizational strategic opportunities, the theory of emotional intelligence has grown dramatically and has been one of the popular organization topics. Emotional intelligence, catch-all term that covers a broad set of interpersonal skills and usually refers personal qualities and interpersonal skills to those beyond the scope of certain prior knowledge, such as IQ and technical skills or professional. Emotional intelligence professionals is the latest issues in understanding the distinction between logic and emotion, thought and emotion is considered as subjects for adaptation and intelligence.

In addition, like other issues concerning the nature of man, the subject of emotional intelligence has been discussed both popular and scholarly. Daniel Goleman Behavioral science expert and author "Working with Emotional Intelligence" was the first one to bring this concept into the organization. Goleman consider emotional intelligence as a talent, skill, or ability which deeply affects all abilities of individuals. [1][2][3]

**Research objectives:**

**The market analyzes:**

It typically includes information systems, market research, consumer market reviewing and organizational market investigating. The environment is complex and changing and always brings with itself new opportunities and threats. Corporate and its strategic systems must constantly monitor their environment that this environment monitoring requires great information, Information about consumers and how they buy.

**Target markets selecting:**

No company can supply all consumers’ satisfaction. There are various companies producing similar goods and strong which reflect the diversity of tastes among consumers. Any company that can make the most of their potential and to have the best position in the market and be in a better position. Is required to examine the four-step involves the measurement of market share and direct demand forecasting, market targeting and positioning in the market.

**Preparation of marketing elements combination:**

One of the most fundamental concepts in modern marketing concept is the same marketing combination. A set of control variables that the company combine them on the target market and to create the required reaction.
This combination is in fact the tools of the trader to affect the market. This combination, which includes product design, distribution, pricing, and advancing promotions, is the business main key in new markets.

**Market efforts Administration:**

This phase includes competitor analysis and market competition policy and planning, organizing and controlling the marketing plan. An important aspect of company should check their competitors and continuously promoting and advertising products, prices and distribution of the aftermath of their competitors and to know that they are on what situation. Management of the pyramid organization must adjust marketing plans and after the resurrection of all people at all levels implement the program and control to ensure the implementation of programs and goals, and do not forget marketing audits.

Table 1 Emotional Intelligence for its applications has a very important position, the management science literature also believe that leaders with high emotional intelligences, has more power to drive the performance of employees under their control. New findings show that the performance of employee with high consciousness and sense of duty, but lacks the emotional and social intelligence is weaker than similar workers who have high emotional intelligence. [4]

**Effective factors in emotional intelligence:**

Salvy describe the basis of emotional intelligence, according to Gardner's theories about the individual talent and expand the ability into five main areas. Understanding personal emotions: Self- perception, diagnosing any sense as it occurs-is the cornerstone of emotional intelligence: Enabling to monitor emotions in every moment to gain insight has the crucial role of psychological and emotional self-perception. 

Being unable to detect true emotions, lead us to confusion. People who have more control over their feelings are better able to lead their lives. This people feel more confident about their true feelings such as the future spouse's selecting or job position.

Emotions correctly applying -the power to set their emotions, is an ability that relies on self-awareness, that include the capacity to self soothe away the anxiety, depression, boredom or routine-and the failure consequences of the emotional skills, people who are weak in terms of this abilities are constantly grappling with feelings of despair and depression, whereas those who are more skilled they can much more quickly behind back the tribulations of life. Self-motivation: for attracting attention, self-motivating, self-mastery, it is necessary to be creative helm of excitement in your hand so you can achieve your goal. Emotional restraint – happiness delaying and quell the impulsivity - is the underpin realization of achieving any progress. The ability for indulging stages of work, facilitate to do any substantial work. People, who have this skill, are very productive and effective on their responsibilities. Understanding others emotions: Empathy, another ability that relies on emotional self-awareness is the "communication skills with people". People are more harmonious, subtle social signals that indicate what others need or want to pay more attention to their ability. This ability makes them more successful on jobs that involves caring for others, teach, sell and management. Connections (relationships) maintaining: Much of the communication art is the others emotion management skills, such as social competence or incompetence and its required special skills. These abilities that foster popularity, leadership and interpersonal effectiveness. People, who have great ability on these skills, act well in whatever peaceful interaction that goes with others, they are the stars of the social.

**Emotional intelligence aspects in leadership and management:**

Goleman, Boyatzys and Ray (1999) expressed components of emotional intelligence as follows:

1) Self-awareness, self-consciousness or feeling recognizing at the same time that it is happening, form the key of emotional intelligence. Ability to control and manage momentary feelings of revealed self-understanding and psychological insight. Managers and leaders who have a high degree of self-awareness, are honest with themselves and know that how their feelings affects themselves, other people and affect their job performance. They have a strong sense of self confidence and are diligent on their capabilities using and know when to ask for help.

2) Self-discipline: to control and manage emotions is a skill that is formed based on self-awareness (perception). Leaders and managers can create an environment of trust and fairness. Self-discipline is a very important factor for competitive reasons, because the environment in which organizations merge and the work technology transforms with hectic pace. Only people who have dominated emotions are able to adapt this change.

3) Motivation: Feelings directing toward a specific goal to focus and motivate themselves is very important. Emotion controlling is underlying content of any kind of skills and success, and those feelings are able to take his time, in whatever work they are assigned, try to be productive and effective. Leaders motivated to reach beyond their expectations and everyone will move. Such leaders Keyword is progress. Leaders who are potential leaders, they are raised to intrinsic desire to progress and to achieve development. Passion, is the first sign that the leaders have who are motivated by a love of learning, to do a good job and show a tireless energy to do things better. Organizational commitment is another sign. When people like their job for its own, are
committed to the organization that they are working and remain considerably optimistic when the symptoms are against them.

4) Empathy, another ability that is formed on the basis of emotional self-awareness, empathy with others, which is a public skill. Sympathy leaders try to satisfy them all. They thoughtfully consider employee feelings, along with other personnel decision-making factors. Empathy is particularly important today as a component of leadership; sympathy leaders show the most sympathetic with those around them. They use their own organizations for the advancement of their organization on subtle but important ways.

5) Social skills or regulating relationships with others: the communication art with lots of people is the skills to manage feelings of others. This skill is an ability that strengthens popularity, the leadership and influence. Leaders are people with high levels of emotional abilities. They are often with morality. Socially skilled people tend to a wide area as well as the skills to build relationships. These people are skilled in groups’ management. Social skills can be considered as the key to leadership in most organizations, since the leader's task is to do works through other people. Regarding this subject, leaders need to effectively manage relationships and social skills make it possible. [5][7]

**Correct methods of teaching emotional intelligence programs:**

- The emotional intelligence programs in organizations should consider a few important principles. These principles include: (Karso and Wolf, 2001).
- Clearly define the organization goals;
- Create links between education and organizational goals;
- Careful evaluation of staff at training to determine basic skills and their individual needs;
- The training program compliance with the strengths and weaknesses of staff;
- Preparation of the meeting;
- To use of practical exercises, case studies and role playing method;
- creating the link between learning and real-world experience of staff;
- Provide opportunities to practice what was learned;
- Anticipate numerous opportunities for feedback;
- Allow to role play on the group situations and their important social and educational behavior;
- Demonstrate the specific needs of each individual in his private and confidential;
- Provide supportive and strengthen resources for the staff program during the follow-up phase. [6]

**Recommendations:**

**Recommendations for interested organizations:**

The following suggestions based on the results and in order of importance are provided for all production and administrative organization of the study and other organizations interested in marketing management. In particular, marketing intelligence:

1. on marketing management, it must be attended more to gain marketing intelligence of the organization. Managers should not only be looking to do market research and gather a host of other un-useful information, but should with correct summarizing of the information and accurate interpretation create practical intelligence and use them for their organization.

2. According to the results, those with higher IQ are better able than others to have a correct interpretation of the data and its ability to accurately and microscopically analyze to obtain valuable information. Also the personality is effective on marketing intelligence creation, for example extroverted people and those who have a higher tolerance for risk and ambiguity, search more for new markets and new information relevant to their organization. Creative people are looking for new ways and new resources, and are not limited and do not think based on any form, so see the data points that others have not seen.

3. As noted above, Organizational position in the business intelligence market is effective. Hence, Managers must select people with the needed skills and personal characteristics to develop marketing intelligence to their appropriate organizational position, the posts shall be in accordance with individual characteristics, not to place a person on a position and ask him to comply with the requirements.

4. Organizational managers should provide motivation and commitment for the business intelligence market by training courses and providing incentives.

**Conclusion:**

Statesmen who formulated the laws of trade, and social reference groups, such as athletes and artists who popularized the fashion tastes of people in buying goods and provide direction and family Institution, especially on large purchases are consulted and final customers who are original purchaser to sales representative and distributor all are along with human factor as the central core. Emotional intelligence as the ability to understand the feelings and needs of others is a useful need in order to guide others in the way that lead to organizational long-term and short-term goals, personal and society satisfaction.
REFERENCES


