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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 an 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-

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tive in improved performance and enhanced organizational productivity (Saberian et.al, 2007). Organizations should provide a platform to improve mental health of staff that in the meantime, ability of manager plays a fundamental role. How the manager manages the organization according to his competences determines his ability. Competency-based approach of managers is a critical tool for organizations. Managerial competencies should be acquired by managers. Emotional-social competence is a competence that lots of studies have been done for it So the aim of this study is to investigate the effect of emotional-social competencies on mental health of workers from the perspective of staff in the dairy industry, that the effect of emotional-social competence of managers on mental health of staff, the effect of emotional competence of managers on mental health of staff, the effect of social competence of managers on mental health of staff would be investigated that is shown in Figure 1.

Research Hypotheses

H1: emotional-social competences affective in mental health of staff.

H2: Social competences affect mental health of staff.

H3: Emotional competences affect mental health of staff.

Research method

This study is an applied study in terms of purpose, and in terms of data collection is a descriptive-correlation study. In this study, emotional-social competence, emotional competence, social competences are considered as predictor variables and mental health is considered as criterion variable. The type of data collection is quantitative (questionnaire); in this context, two Likert scale questionnaires were distributed among the statistical population which includes questionnaire; emotional-social competence of managers from the perspective of staff, and for mental health of staff, general health questionnaire with 28 questions (GHQ-28), general Health Questionnaire was developed by Goldberg in 1972 that it was de-

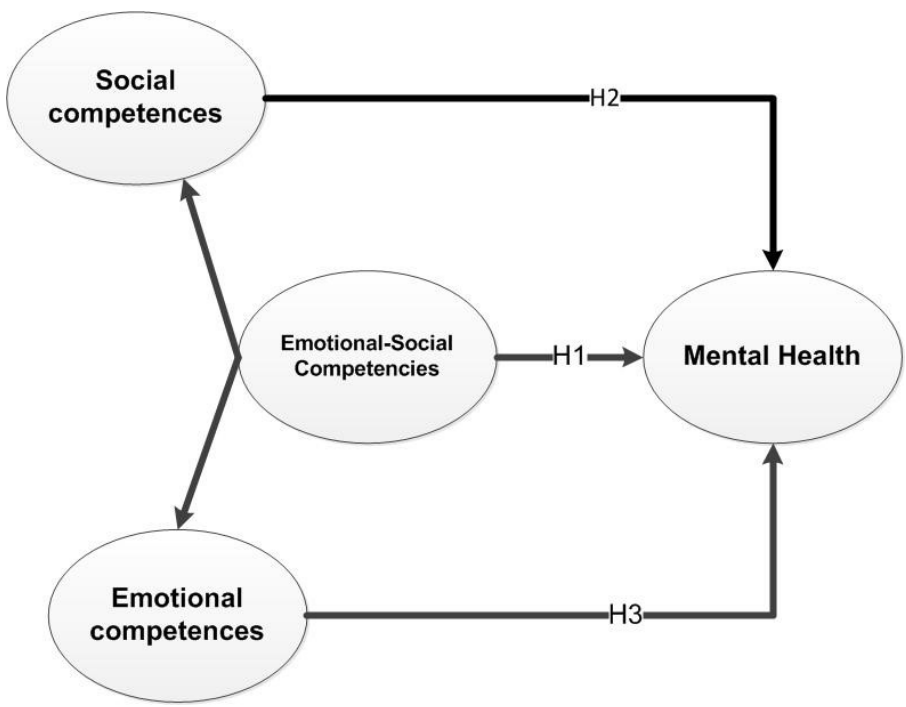


Figure 1. Conceptual model of research

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Variable	Mental health	Emotional-social competence	Emotional competence	Social competence
The average variance extracted	0.787	0.743	0.689	0.856

Table1. The average variance extracted for the study structures

Variable	Mental health	Emotional-social competence	Emotional ability	Social competence
Mental health	**0.887**			
Emotional-social competence	0511.	**0.856**		
Emotional competence	**0.731**	0.534	**0.830**	
Social competence	0.832	0.487	0.123	**0.930**

Table 2. Comparison matrix of the square root of the average variance extracted and correlation coefficients of indicators (divergent validity)

signed to identify mental disorders in different environments. The questionnaire questions assess the mental state of the person in the last month (Sahebi & Ayatollahi, 2007). The statistical population included all employees working in Pegah Company of Region 3 that the number of them was 520 people that 221 people were selected by Cochran formula and to enhance the reliability 240 questionnaires were distributed randomly. In order to analyze questionnaire data, structural equation modeling method with approach of Partial Least Squares as well as software 2SMART-PLS were used and software spss21 was used for descriptive statistics.

Method of Fornell and Larcker (1981) was used for divergent validity (Ioannis et.al,2015). According to Table 2, it was determined that the values of the main diagonal of matrix (the square root of the average variance extracted) are more than the low values (correlation coefficients of each structure with other structures) that this represents acceptability of divergent validity.

Findings

Status of the statistical population in terms of gender, education level and work experience is shown in Table 3.

To test the conceptual model of the study, software SMART-PLS2 was used; there are two models in PLS outer model, measurement model, the internal model is similar to structural model at structural equation models. In this model, mental health was drawn as endogenous variable and emotional - social competence was drawn as exogenous variables. In this model, significant coefficients Z and t-value can be used to calculate the significance of paths, that to prove the significance of the paths the value of them should be more than +.196 that is shown in parentheses in Figure 2 and t-value shows the authenticity of relationships(Hair et.al,2012). And the determination coefficient value of R2 the effect of exogenous variable on an endogenous variable is measured; if this ratio is close to 0.67 is desirable, close to 0.33 is normal and close to 0.19 is normal. In Figure 2 t-value and the determination coefficient value of R2 is shown in parentheses.

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Percentage	Status	Type
81%	Male	**Gender**
19%	Female	
14%	Master	**Educational level**
60%	Bachelor	
16%	Associate's degree	
10%	Diploma	
Percentage	Status	**Type**
8%	Less than 1 year	**Work experience**
19%	1 to 3 years	
26%	3 to 5 years	
47%	5 to 10 years	
15%	More than 10 years	

Table 3. Demographic situation of the statistical population

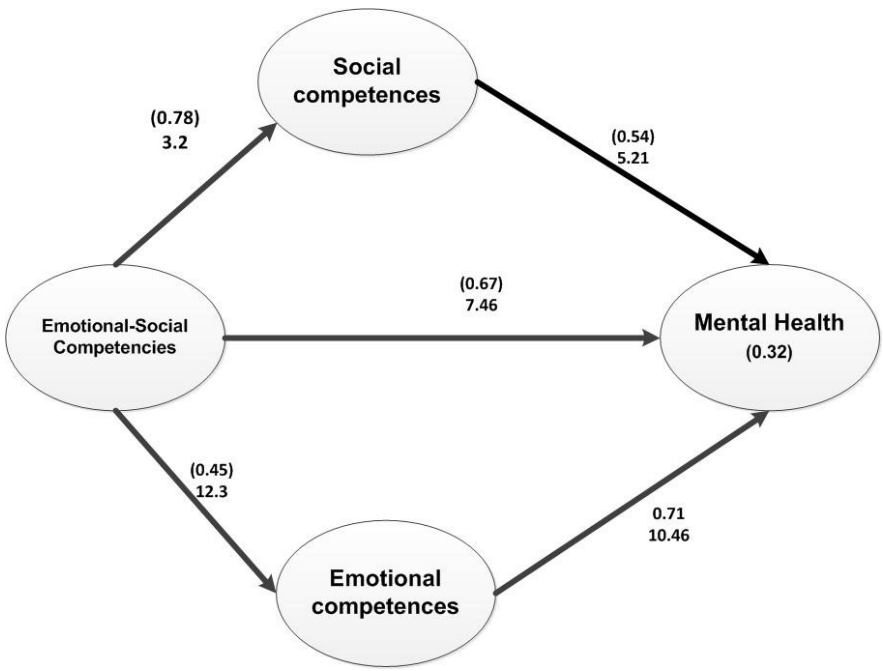


Figure 2. Output of Software SMART-PLS

Conclusion

Mental health is a prerequisite for growth and development of organizations; in organizations that the employees do not have good mental health, the performance, productivity and efficiency are greatly reduced and organizations cannot fulfill its mission and in the long term and short term they do not have the ability to achieve organizational goals. On the other hand various competencies of management affect different parts of organization; emotional-social competence is one of the competencies of managers in organizations, which play a vital role so that organizations achieve a sustainable competitive advantage and if managers do not gain this competence, organizations will have lots of problems. Therefore, the aim of this study is to answer

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this question that whether emotional-social competencies of managers affect employees' mental health or not?

Therefore, this study aimed to assess the effect of emotional - social competence of managers on mental health of staff. The results of this study in Figure 2 indicate that t coefficient between emotional-social competence, emotional competence and social competence with mental health are respectively 7.46, 5.21 and 10.46, and all values are greater than 1.96, and the correlation coefficients are 0.71, 0.67 and 0.54 respectively that desired results have been achieved, therefore emotional-social competence, emotional competence and social competence have a significant relationship with mental health of staff and affect mental health of staff. The results are compatible with the results of other studies, for example, a study was conducted in Australia in 2003 entitled as "The relationship between emotional-social competence and mental health and the results of this study show the relationship between social-emotional competence and mental health (Ciarrochi et .al, 2003). Also another study entitled as "The relationship between emotional-social competencies of managers and employee satisfaction from the quality of working life" states that social-emotional competencies affect employees' mental health and there is a direct relationship between employee satisfaction and emotional-social competence of managers (Nizmand& Mohamadi, 2014). Nielsen and colleagues in a research in 2015 entitled as "The driving factors of emotional-social competencies and mental health" provide a pattern and show the impact of emotional-social competence on mental health (Nielsen et.al, 2015). Mohammadi in a research entitled as "The relationship between emotional-social competence of managers and technical, behavioral and contextual competence of staff of Tehran Water and Wastewater Company, Region 3", states that emotional-social competency of managers are positive significant predictor of technical, behavioral and contextual competencies of employees (Robatkarimi,2013). Raeissi et al. performed a study to determine the correlation between emotional intelligence and communication skills of senior, intermediary, and executive managers of four teaching hospitals of Qazvin and concluded that emotional intelligence has an impact on managers' communication skills (Raeissi et.al, 2006). This research revealed that emotional-social competencies affect health of employees, although there have not been many studies in this field, thus, according to this study, it can be stated that emotional- social competence development of managers affect mental health of staff and can lead to high performance and efficiency and ultimately achieved organizational goals and gained sustainable competitive advantage of the organization.

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