THE STUDY OF RELATIONSHIP BETWEEN SOCIAL INTELLIGENCE AND ORGANIZATIONAL ARROGANCE IN TEJARAT BANK (CASE STUDY: ARDABIL PROVINCE)

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ABSTRACT
Through correlation - descriptive method, this research studies the relationship between social intelligence and organizational arrogance in Tejarat Bank of Ardabil Province[1]. Hence, the relationship between social intelligence scales (such as social information processing, social skills, social consciousness and social desirability as core components) and organizational arrogance was measured. This study has conducted both theoretically and practically. In theoretical part the required data were collected through library and document method; in practical part the required data were collected from the samples (n=148 employees of Ardabil Tejarat Bank) through field study and using questionnaire. Data analysis was done through Pearson's correlation coefficients and Uni-variant regression analysis. The obtained results show that there is a significant inverse relationship between the components of social intelligence (such as social information processing, social skills, social consciousness and social desirability) and organizational arrogance.

KEYWORDS: human science, social intelligence, organizational arrogance, Tejarat Bank, social desirability.

INTRODUCTION
One of the main factors in the progress and success of any dynamic organization is its manpower and organizations must have a plan for optimal use of their most important resource, i.e., manpower. Nowadays, successful organizations are those with committed and efficient manpower who focus on customer orientation and increase in productivity and continuously improve work processes and systems (Hsein, 2008). The most important capital for every society and every organization in particular, is their manpower. Other facilities and resources are affected by this capital (i.e., manpower). Human capital is important because human positive behaviors will harmonize other resources in line with the fulfillment of organizational goals; this capital creates friendly relations among organization members, but on the other hand negative and destructive behaviors of manpower will waste organization facilities and resources and will endanger the fulfillment of organization goals and friendly relations among its members (Aghayar and Sharifi Daramadi, 2007).

Therefore, arrogance will cause an irreparable damages and losses to individual and organizational life; it is not easy to perceive the destructive consequences and effects of arrogance on organizations and social affairs. For perceiving such effects in an organization we must discuss every function of a manager separately – because performing management tasks and functions is the expression of managers' wills, thoughts and attitudes - and study the effects of arrogance with regard to the components of each function (Gholipour, 2008: 8). Anyone who finds himself needless will be an insurgent (Holy Quran, Alagh: 6 and 7). Social intelligence as one of the major topics of social and human science, especially in management, has focused many attentions during last two decades. One of the desirable feelings of any bank customer is their satisfaction from their related banks. Today, customer satisfaction, especially in service organizations, is one of the main concerns of managers. Satisfied customers will be loyal to the organization and this will lead to organizational productivity (Hersey, 2002: 123). The origin of social intelligence theory dates from the period in which human intelligence studies were started. The main reason for studying the relationship between mangers' social intelligence with organizational arrogance in Ardabil Tejarat Bank is that new management approach considers managers with high social and communicative skills as efficient managers and believes that efficient managers consider affective capabilities in social interactions; these managers are of high social intelligence and through utilizing social intelligence components (including social skills, social information, social awareness, and social desirability) they can prevent the irreparable damages and losses resulted from organizational arrogance.

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[1] A province in northwest of Iran

So having intelligent managers who enjoy from different types of intelligence and social intelligence in particular are among the most effective factors for the success of any organization; this plays an important role in the efficiency of the organization. At the present research, the researcher has tried to obtained results from different branches of Tejarat Bank; in line with organizational goals the results will be useful for managers to improve the condition of different branches. Therefore, for the population under study how is the condition of social process in the organization with regard to different aspects of social intelligence (such as social information, social information processing, and social consciousness)? How is the condition of organizational arrogance? On the basis of answers to these questions, what are the ways in which one can help organization to raise employee social intelligence, friendly atmosphere and positive behaviors? Generally the ultimate goal of present research is to answer to this question: what is the relationship between managers' social intelligence and organizational arrogance in Ardabil Tejarat Bank?

Theoretical principals of the research
What is social intelligence?
Social intelligence is merely having a power to come along and communicate with others. Human brain is one of the most sensitive, complex and powerful organs in the world. People with social intelligence can maintain effective communication with others. They must have personality that affects others; moreover, they are creative in making friends and communication. Having high social intelligence will help people to be a good companionship and listener who communicate effectively with others. Those with such a social intelligence can communicate easily with all people from all age, cultural and social groups and others enjoy communicating with them. It is not easy to define social intelligence, if we consider it as something related to social skills and competence. Furthermore, with considering other concepts like emotional intelligence and inter-individual intelligence some parts of these concepts overlap the others. One of the main problems in this regard is the study of social intelligence itself. It is a multi-dimensional concept that attracts the attention of psychologists and during psychological history it is always tried to study the nature of intelligence, its kinds, and its changeability. In talking about intelligence, attributes such as rapid learning, exact and immediate calculations and new solutions come to mind (Rezaei and Khalilzade, 2009).

It is clear that the success of any organizations and managers depends on a series of important factors, so identifying and improving such factors is a key factor in the success of any organizations. In organizational hierarchy, managers are at the top and their role is very important in increasing employee efficiency and obtaining organizational goals. It is clear that the manner of managing an organization and managers' performances will lead to its success or failure. Social intelligence is a comprehensive term that involves a broad set of individual skills and attributes; it is generally referred to intra- and inter-individual skills and proficiencies that act beyond the domain of some concepts like IQ and technical proficiencies. Thorndike, one of the pioneers of social intelligence theory defined it as the ability to perceive others and to have intelligent and wise behavior in human communications (Bouzan, 2005). Thorndike is the one who used the term collective or social intelligence for the first time to define human behavior. Social intelligence is the ability to maintain inter-individual relations in a group, to use mental and physical power for maintaining relationship with others and understanding them better, and to acquire the attitude for encouraging people to develop inter-individual relations. Social intelligence is an especial attributes that is the reason for our success in social communication and one cannot acquire it through study or training. In fact, developing a healthy relationships or "the policy of establishing communication" is an especial and important power (Bouzan, 2005). Research in the field of social intelligence has undergone a change and different views have emerged that define social intelligence as the ability to communicate with others, to have inter-individual knowledge, the ability to have sound judgment about others' feeling, manners and motivations, and to have effective social performance and the skill to decode non-verbal symbols (Golman 1998).

Social intelligence models
Four approaches have emerged in the field of social intelligence: 1. compound model of moment-load with the emphasis on psychological health of individuals; 2. Golman compound model with the emphasis on organizational performance; 3. Saloway-Mayer cognitive model with the emphasis on intellectual origin of affective intelligence; 4. Dulewicz - Higgz model and moment-load model as a compound model that mixes affective intelligence with other attributes such as motivation, individual health and communication improvement. We can observe an example of this approach in moment-load model, which is based on the theory of personality and individual health. Following table shows attributes and components of trifold models of social intelligence (Veis 2007).

What is arrogance?

"Arrogance" is a mood in which one feels he is better than others; he sees himself the one with all knowledge while considers others without such knowledge. Imam Khomeini says: "arrogance is one of the destructive attributes that is corrupt by itself and will lead to other corruptions". There are many reasons to reproach arrogance and we refer to some of them: Holy Quran has repeatedly denounced arrogance and introduces it as one of Satan's attributes: "when we command angles to genuflect to Adam all submitted except Satan who refused because of his arrogance" (Baghara 34). When God asked the reason for Satan's disobedience he said: "I am superior to Adam. You create; You create me from fire while the Adam from soil (Araf: 12). Moreover we have different narratives that describe spiritual and physical consequences of arrogance. Imam Ali says: "arrogant people are without any friend." Moreover he says "Stan worshiped God for six thousand years but nullified all because of his arrogance.

Arrogance in Management

With regard to the signs of arrogance in different people we will study the effects arrogance with regard to different components of management tasks and functions:

A) Arrogance in decision-making

Decision-making is the manner of doing an action thoughtfully or moving in an especial direction, which are chosen from among different directions for obtaining a desirable goal. As its importance some define management as decision-making. In other definition it is introduced as the essence of all management functions. With regard to its importance and definition we can say that knowledge, information and intellectual movement play an important role in decision-making; as a result it is said that decision-making with 90 percent of information is a desirable one and whatever this degree decreases its accuracy and credit will decrease too (Zareie and Akbari, 2012).

B) Arrogance in Planning

Planning is to define a goal and to find or predict way(s) of achieving to that goal. In other definition it is defined as imaging and designing a suitable condition and finding means and tools that that paves the way for its attainment. As one of the important tasks of management planning is at the top of management functional pyramid. Since for attaining organizational goal we need planning, it is very important and vital; in this regard we must consider the limited resources and different requirements of an organization on the one hand, and dynamic and changing environment of organizations on the other hand (Rezaeian, 2007).

C) Arrogance in Organization

Organization (to organize) is defined as the process of harmonizing different people and work groups and sharing their labor to attain organizational goals (Rezaeian 2006). As it is obvious from the above definition two factors are important in organization: division of labor and harmony in such division. Different tasks are assigned to (=divided among) different people and departments, hence we need to create a harmony among these divided parts and components. In this regard arrogant people want their desires to be considered prior to others' both in labor division and in its harmony; because he is seeking fame and always trying to see himself at the top of the pyramid. Hence if the division of labor or creating harmony is done against their desires and preferences they will never accept it and will try to disturb the process at any stage of it (Rezaeian, 2006: 63).

D) Arrogance in Supervision

Supervision is a process during which the predicted operations will compare with performed ones (the desirable condition will compare with the existed condition) and in the case of finding difference between "what is" and "what is supposed to be" the required measures will be taken (Alvani, 2006: 120). Like most other managerial tasks, supervision is done through a process which includes defining scales, performance evaluation, determining deviation, and modifications (Rezaeian, 2006).

Different components of arrogance

There are many factors in this regard that we refer to some of them:

1. The illusion self-accomplishment: There are many reasons for arrogance all of which originate from the fact that one imagines a sense of self-accomplishment in himself, and this will lead to self-conceit and taking others ineffective than one himself (quoted from Gholipour, 2008).

2. Incapacity: From among other factors that will lead to arrogance we can name the incapacity or weakness of arrogant people. Since the arrogant people are of low capacity when they see or find an advantage in themselves they exaggerate it while if they think about it fairly they will see that their accomplishment is not so big (quoted from Gholipour, 2008).

3. Inferiority complex: Must people who grow up in an inferior family and reach to a higher position tend to show arrogance to compensate the inferiority complex they have experienced from their family (quoted from Gholipour, 2006).

4. Self-conceit: It refers to people how consider themselves superior to others and when they encounter with others tend to boast.

MATERIALS AND METHODS
Methodology
A) **Research Method:** It is applied by goal but has done through surveying-descriptive method of correlational kind.
B) **Population:** It includes all employees of Tejarat Bank in Ardabil province (n=300).
C) **Sample volume and sampling method:** Sampling is a set of measures taken to select individuals from a given population in way that represents that population. Sampling is done randomly. For defining sample volume we have used Morgan Table, according which the number of statistical samples is 148 subjects.
D) **Tools of data collection and measurement:** Data collection is done through field study using questionnaire.
For data collections two questionnaires have been used.
1st Questionnaire: It includes questions special for the scales of social intelligence; in this section with regard to parameters under study, 28 questions about independent variable or research hypotheses have been designed.
2nd Questionnaire: It includes questions special for organizational arrogance; in this section 17 questions about dependent variable have been designed.
Validity and reliability: Validity is referred to the fact that measuring tools measure what is supposed to measure. Validity of the questionnaire was confirmed by some authorities and experts in the field of management and behavioral science; the obtained reliability has been proven to be high with Cronbach's alpha coefficients well over 0.82.
Method of data collection: At the present research we have used SPSS software for data mining and analysis.

Data analysis:
Main hypothesis: There is a relationship between different scales of managers' social intelligent and organizational arrogance in Ardabil Tejarat Bank.

Table 1- The results of Pearson's correlation coefficients between scales of managers' social intelligence and preventive organizational arrogance.

Variables	Statistics	Organizational arrogance
Social skills	Correlation coefficient	**-0/587**
	Significant level	**0/001**
Social information processing	Correlation coefficient	**-0/623**
	Significant level	**0/000**
Social consciousness	Correlation coefficient	**-0/635**
	Significant level	**0/001**
Social desirability	Correlation coefficient	**-0/520**
	Significant level	**0/001**
Social intelligence	Correlation coefficient	**-0/677**
	Significant level	**0/000**

According to the results of table one and with regard to the fact that the significant level of test error is smaller than 0.01 for confidence level of 0.99, hence we can say that hypotheses one to five are accepted and there is a meaningful relationship between scales of social skills, social information processing, social consciousness, social desirability and social intelligence, and organizational arrogance of employees. Moreover, the correlation coefficients between social skills and organizational arrogance, social information processing, social consciousness, social desirability and social intelligence are -0.587, -0.623, -0.635,   -0.520 and -0.677, respectively.

Table 2- Regression analysis of different scales of managers' social intelligence and organizational arrogance

Independent variables	Unstandardized coefficients	Standardized coefficients	T-value
	B	Beta	T
Social skills	-1.140	-.224	-1.993
Information processing	-1.731	-.355	-4.537
Social consciousness	-1.574	-.436	-1.222
Social desirability	-1.653	-.316	-2.110

From these four variables, social consciousness with the prediction coefficient of -0.43 is of highest capacity to predict organizational arrogance. All in all social information processing (-0.35), social desirability (-0.31) and social skills (-0.22) can predict and define organizational arrogance.

CONCLUSION

The results indicate that there is meaningful relationship between all scales of social intelligence (information processing, social desirability, social skills and social consciousness) and the dependent variable of organizational arrogance. Moreover, social consciousness with the prediction coefficient of -0.43 is of highest capacity to predict organizational arrogance. All in all social information processing (-0.35), social desirability (-0.31) and social skills (-0.22) can predict and define organizational arrogance. The results of this research support Zareie and Akbari (2012), Kaj and Karin (2000) Jianlouka Jainy (2005) and Bouzan (2010).

Suggestions

As the results of this research indicate there is a direct meaningful relationship between social intelligence and organizational arrogance.

1. Managers must encourage their efficient and self-confident employees.
2. Managers must encourage employees who accept their weakness and disabilities and try to modify it.
3. It is suggested to managers and employees of Tejarat Bank to accept criticism.
4. It suggested for managers of Tejarat Bank to encourage employees who control their behaviors when they are in bad conditions.
5. They must encourage employees with high social communication with clients and other employees.
6. With regard to the fact that social consciousness and perceiving social communication are of high importance in the degree of one's success, it is suggested for the managers to have an especial plan for improving such skills and proficiencies.
7. It is suggested for the top managers to pay special attention to social intelligence of mangers and their professional knowledge during their appointment.
8. Research findings have made it necessary for the researcher to give applied suggestions. On the basis of the obtained results managers are the main factor in the case of attracting financial resources for the organization hence it is suggested that: appointments and job raises must be a regular process for the selection of the best and most efficient people for sensitive positions. In this regard it is suggested to collect necessary information required for the ranking of employees who trained more and prepared for the time they must be appointed for sensitive positions.

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