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Job-employed fit and the effects on personnel's emotional intelligence

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ABSTRACT

The job- employed fit is one of fundamental issues in human resource management. It has been improved that, this fit is an organizational necessity for the human source profitability. So, the main aim in this research is to investigate the job- employed fit and the effects on female personnel's emotional intelligence among governmental organizations in Kermanshah. This research is conducted based on descriptive and surveying method; the instruments to collect data include queries; the Salovey & Mayer standard emotional intelligence query is used to investigate the emotional intelligence; and the knowledge, skill and ability queries from international Occupational Information Network (O*NET) are implemented to investigate the job- employed fit, and each query includes, in average, 21 questions. The perpetuity was 0/79 for emotional intelligence query and 0/81 for job- employed fit query and because the Cronbach α is more than 0/7 for both queries, therefore both queries has enough perpetuity. The considered statistical society includes 300 female personnel from governmental organizations in Kermanshah. Based on random sampling method, some category was selected as statistical sample, and 156 queries were collected, finally. We used Colmogrov- Smirnov test to determine the data normality and the results gained from the test supported it; the research theories were tested using absolute T-test and some positive and considerable effect was demonstrated. The results show that in considered society, the job- fit personnel gain higher emotional intelligence scores. Another result gained in this research indicated that just 40% of female personnel are completely job- fit and therefore these organizations have an unstable situation.

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Introduction

Employment is the main and of course constituent element in organizations and societies. In order to separate nonconformity from work and employment, we should have appropriate physiological, psychological and technical situations. The social and economical position in which the work is performed, should be in such a way that make the employee to feel the work is fair and fit to his skills and efforts and his wage is proportional to the other work groups, and because the work is performed as a job, it is necessary to measure and consider the work qualifications in relation to practitioner characteristics. The job and related steps should be identified and analyzed, as next step we should design the job to appoint fit persons in necessary posts for each job (Omalley & William, 2000). The job and proper design play an important role in job satisfaction, efficiency and unwillingness to leave the service. Because the jobs qualifications depend on how we organize and design the organization structure, the first issue to be investigated in this course includes: the importance of specializing a work against being extended and varied. There are some advantages and disadvantaged in job dividing, which has been proposed as some principle all the scientists in classic management believed on, and some traditional paradigm of profitability. Increasing the skills and decreasing the work time could be mentioned as some advantages, but intensive work-dividing resulted from repeating negligible duties in long- time could decrease the profitability and job satisfaction and organizational commitment. Therefore,

designing the jobs plays significant role in increasing mentality, professional commitment and at last the human source profitability. However, the organization can increase the human source efficiency by planning the duties and missions carefully, re-designing jobs, participating in decision- making processes and health programs and regarding the job- employed fit in organization. The job-employed fit in organization is considered as an effective strategy in maintaining the human sources. This fit will be started while, firstly, the person moves to get and select the job. Secondly, the organization gets ready to find, select, employ and appoint the personnel. At the start of employment, regarding to the organization and work volunteers' needs, the considered fit is established in a limit extent, but gradually, when person continues his work life and the organization reaches to the end of his life, it is expected to have more fit. By designing the job fit to personal qualifications, we may be convinced and this could increase the human source profitability (Price, 1977). Based on the subjects mentioned above, the main focus is that, whether the job-fit also increases the emotional intelligence or the fit suggested has no relation with emotional intelligence.

Job-employed fit (the fit between job necessities and personal qualifications)

In last two decades, the organizations have been changed considerably and turned into the organizations with characteristics including:

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The lack of emphasis, globalization and leadership based on the group. In such organizations, the human source is considered as a main property and the organizations are seeking to implement the abilities and capacities of human source in order to maximize their efficiency and proficiency. It is very important to use the job-fit concept in order to have a better proficiency and implement the human source knowledge, ability and skills.

The job-employed fit is one sort of person-environment fit. The lack of such fit could result in high expenses for the organization. The real nature of job-employed fit is determined in various definitions and there are different definitions of job-employed fit in the researches performed earlier (Enthal, 2008; 336).

The job-employed theory is based on the fact that the job commitments like; skill variety, task identity, task autonomy, job knowledge, job skill, job ability and several other variables that potentially could fit in personal qualifications such as; age, gender, education, marriage, job history, knowledge, skill and personal abilities, and as a result it could affect the personal insights and behaviors by accepting consistency between the person and the job.

David defines the job-employed fit as follows: "the consistency between the person and the organization in performing the job". In other words, the person's knowledge, skill and ability should include the same ones needed in organization for the job (David, 2007;6).

Husaka considers the similarity of job values and personal values that is value consistency, as one of the most important dimensions of job-employed fit. In the frame proposed with husaka, that includes tension, selection, weakness (ASA), the aim consistency is considered as an important dimension in job-employed fit. Based on this theory, individuals are tended to the jobs in organizations which are resources to gain the aims (Husaka, 2008; 56).

Chinoy introduces four common groups of job-employed fit along with some examples (Chinoy, 2008; 23).

1. Supplementary fit: When the person and job qualifications are the same, the things known as values in my life, are highly the same as the values in my job.
2. Complementary fit: When person could sufficiently fill the missed qualifications in the job or offer extra qualification, my knowledge, skill and ability propose the things that are not existed in officers of that job.
3. Demands-abilities fit: When the person abilities could eliminate the job necessities, my skills and abilities are the same as the ones needed in the job.
4. Needs-supplies fit: When the job eliminates the person needs, my job will remove the needs which I expect.

As we can see, there are various definitions on fitness that could affect the results.

The research show that the individuals may fail or be defeated because of the lack of job fit, instead the lack of skills or having no tendency to do well (Paul, 2006; 46).

The following steps could help to determine the job-employed fit (Enthal, 2008; 336).

- Specifying the qualification of success individuals in job.
- Specifying the qualifications of failed individuals in job.
- Specifying the qualifications which could result in success in this job.

In surveys conducted on job-employed fit and the results, we have reached highly different conclusions which are against each other. Based on the researches performed before, the main

resources for conflict and the lack of harmony in the results are specified as bellow (Chinoy, 2008; 28).

- How to imagine and perceive and define the job-employed fit.
- Functional definition of job.
- Conceptual extent and the method used to verify the job fit.
- Individual varieties resulting in various notions.

Method 1:

In this method, the individuals are asked to consider the job qualifications.

Method 2:

In this method, the individuals are asked to consider the employed qualifications.

Acorn, classifies the job-fit measuring methods into three groups (Acorn, 2008; 42);

1. Subjective fit (internal): In this method, the person is directly asked that how fit are his/ her personal qualifications with organizational specifications. This method has no direct focus on personal or organizational characteristics and it is supposed that the respondents have some mental history on the organization and express the amount of their own qualifications and organization specifications fit, cognitively.
2. Perceived fit: In this method, the individuals are asked to explain their own qualifications and their imagination of organizational specifications, and then the fit degree is calculated by evaluating the consistency between the person's self-description and the same description from organization.
3. Objective fit (external): In this method, the individual is asked to explain his/ her own qualifications, then the other members of organization are asked to express the organization specifications, and after that the organization members' views are mixed and some measure is created that shows the organizational qualifications and the fit resulted from the amount of consistency between individuals' self-description and the scale of organization specifications, is measured.

The difference in job fit measuring scales belongs to some specific conceptual area to evaluate the job fit. The values are the most common resource of job fit, and many studies have evaluated the values consistency (my values are fit in present personnel values in this organization). In some studies the qualifications fit has been measured (whether your qualifications are fit in organization specifications?), some studies have investigated the aims consistency (evaluating the fit between your aims and organization's) and few studies include KSA consistency (my knowledge, skill and abilities reflect the knowledge, skill and abilities the organization is seeking out). The scale used to evaluate the fit could affect the results and consequences.

Totally, as we mentioned, the kind of fit definition, scale and the method of measuring the fit, the organization fit and ... could affect the job- employed fit and the results.

Van Couver et al. showed that the job fit will lead to behavioral and theoretical consequences. Their findings illustrate that the job-employed fit relates on job satisfaction and organizational commitment; it also leaves a little effect on behavioral consequences like job functionality and OCB (organizational citizenship behaviors) and personnel replacement. After the investigations, these researchers found that the visual and perceived measuring methods show the most of behavioral consequences correlation and the relation between values correspondence and behavioral consequences are a little stronger than the other forms of job fit (Van Couver, 2003; 19).

The findings showing the visual (external) fit measuring correlation with behavioral consequences encouraged using the

fit in selection systems, but the mental and perceived fit measuring methods were used less in individuals selection system, because both were self-reported and needed the respondent to be aware of present organizational specifications. But, the external fit scales just need the respondent to express his/ her own qualifications and then they would be compared with organizational specifications and have no need the respondent to be familiar with organizational specifications and this method could be implemented in individuals selection system.

In the research performed by Acorn et al. the results were different from the results pointed by Van Couver et al, so that the job- employed mental fit result in various consequences in work place, like organization attractiveness, job selection, organizational commitment, the lack of job replacement and The findings showed that better fit and individual accordance with organization would result in more job satisfaction and less transformation and therefore it would lead to organizational survival (Acorn, 2008; 42).

The other research involving a survey on 253 University graduates in various total-time jobs for more than 7 years and another survey on 345 bank holders which were studied during the work for 4 months, showed that both surveys support the relation between job satisfaction and job fit (Beer, 2004).

In their studies, Frico and Brunk found that the best fit between individuals abilities and job demands lead to the most job satisfaction (Frico; 2006, Brunk; 2005).

David investigated the relation between individual and job fit and theoretical consequences. The results showed that the job- employed fit depends on some concepts like freedom, job satisfaction and organizational commitment. Moreover, the results showed that the individual and job fit dimensions (value accordance against other forms on consistency) and the method used to measure the job- employed fit (internal, external, perceived) would regulate the relation between job- employed fit and theoretical consequences. As a whole, there is some weak internal relation between behavioral and theoretical scales (David; 2007, 17).

Emotional intelligence:

The emotional intelligence is not a novel issue. Aristotle is probably the first one considered the importance of emotions in human correlations. Aristotle indicates that: It is easy to get angry, every one could get angry, but it is hard to get angry against the right person, to the right extent, in right time, for right reason and in a right way (Gulman; 1382, 15).

In this research the emotional intelligence history means the studies and academic researches that have been conducted on emotions and emotional intelligence in 20th century. Based on the scale by Thomas Cohen, in his famous book "scientific revolutions structure" about paradigm, some signs of maturity could be seen in emotional intelligence paradigm. The emotional intelligence has entered the psychology literature as a concept in 1990s which is rooted in Thorndike and Gardner works and has been resulted from incorporating intellectual and emotional minds and the correlation between intellect and emotions. The emotional intelligence is a novel studied issue that most researchers are interested to use it in various tasks. The emotional intelligence theory is a new insight about predicting many characteristic qualifications like sympathy, self-propensity, optimism, self-incident, stress controlling, self-cognition and emotions management would cause to be succeed in various life arenas. The emotional intelligence indicates the social and characteristic dimensions which are often emerged

and considered in daily activities (Sabouri Moghadam; 1372, 18).

Intelligence is one of the human fundamental mechanisms that includes the ability to have consistency with environment, some part of it is emerged in social and personal relations. Thorndike sees the social intelligence as the ability to perceive internal situations, incentives, self and the other's behavior and optimal work based on the data. Gardner introduces the personal intelligence (inter and intra-personal) in his octoploid intelligence theory and mentions the ability to know the emotions, to differentiate between them and to use the data to offer the effective response against the environment, as one of the emotion concepts (Palmer & Donaldson, 2001).

It is obvious that from the very first of studying the intelligence, the cognitive concepts like memory and problem solving have been mostly emphasized, while the non-cognitive concepts like emotional and behavioral abilities, are not only acceptable but they are also necessary. Gradually, the insights on intelligence quotient have been replaced with studying the other effective abilities in human deeds. For example, Thorndike (1920) defines the intellectual behavior as including the visual intelligence (skills to construct and use the instruments), abstract intelligence (abilities to use the words, numbers and scientific principles) and social intelligence (knowing individuals and having ability to be creative in human relations). Wechster, D (1943) suggests that the non-cognitive concepts of intelligence like emotional- sentimental, personal and social abilities are so important in predicting own ability to be succeeded and to be consistent with life (Chiva & Alegre, 2008; 680-701). Originally, the emotional phenomena provide a particular source of data for individuals about the environment and searching them and these data would lead to subsequent thoughts, functions and emotions. It is supposed that the individuals have different skills in perceiving, understanding and implementing these emotional data and the emotional intelligence level of a person plays an important role in his/ her emotional and intellectual health and would guarantee the success of life. The emotional intelligence theory provides a new insight about predicting the effective factors on success and also primary prevention from mental disorders that complete the cognitive science and nerve science and the emotional intelligence abilities are important for emotional self-controlling and subtle planning (King & Gardner; 2006, pp 186-203).

Emphasizing on general intelligence, alone, is not sufficient to plan success and research show that in best situations the general intelligence could include just 25% of success and the rest is depended on chance, social and emotional intelligence (Gulman; 1380, 43).

The emotional intelligence frame, it's formal definition and suggesting to measure it were emerged, for the first time, in Salovey, P& Mayer, J's articles, published in 1990; their primary definition was based on some two- part process in which the first part included total processing of general data and the second part involved consistent allocation of data such that it would improve the life stream. They defined the emotional intelligence as on sort of ability including the ability to perceive, express, cognition, implement, and manage self emotions and the others emotions (Kha'ef Elahi; 1382, 52-62).

Gulman expresses the emotional intelligence as abilities such that the person could maintain his/ her own incentives and could resist against the difficulties, could control his/ her stress and anger and postpone the success, could adjust his/ her own mental moods and don't let the depression to disturb his/ her

thoughts, feel sympathy with others and be hopeful. Gulman believes that the emotional intelligence including self emotions controlling and cognition, feeling sympathy and maintaining the relations, is satisfactory. In other words, the individual with higher emotional intelligence, would compound three components of (cognitive, physiological and behavioral components), successfully (Gulman; 1380, 24).

While the main components of emotional intelligence include the ability to perceive the other's emotions and the efficient ability of self and the others controlling, it is expected that the individuals with higher emotional intelligence show better social skills and social consistency. Therefore, the social skills including social life comforts could help the people to have reciprocal correlation with others; moreover, these social skills have two faces and the individuals with better social skills receive better behaviors and are liked by the others (Palmer & Donaldson, 2001).

Bar-On & Parker consider the emotional intelligence as some form of the intelligence that is resulted from emotions and thoughts and means to reach the total structure of emotional, personal and social abilities that could affect on environmental pressures and requests (Chiva & Alegre; 2008, 680-701). In a research conducted between 19 organizations in Arab United States, it was found that there is some negative significant relation between emotional intelligence and opposition. In this research, when the emotional intelligence was investigated as the sample selected by supervisors, the correlation coefficient was -0.52 and when the emotional intelligence was investigated by the personnel this coefficient was -0.22, and it shows that the personnel and supervisor's opinions on the amount of emotional intelligence in personnel is various (Suliman & Shaikh; 2007, 208-220).

In a research conducted in big manufacturer organizations in England, the relation between emotional intelligence and the leadership efficiency was investigated. In order to study the leadership efficiency, the employee opinions were considered. The selected sample included 38 supervisors and 1258 personnel. The Pierson correlation coefficient between emotional intelligence and the leadership efficiency was 39% that shows there is some positive relation in the confidence level of 99%. The emotional intelligence components in this research included: perceiving self- sentiments, the other's sentiments, and managing the sentiments, and between two first components and the leadership efficiency there were no positive relation and also there were no significant relation between two other compounds (Kerr & Boyle; 2006, 265-279). In 2008, some study was conducted among 186 administrators in two selective organizations of Canada. The results of T-test showed that the amount of emotional intelligence in leaders (the selective sample) is more than the public. Also, the results of this study illustrated that in organizations in which the managers have more emotional intelligence, there would seen more profitability (Stein & Sitarenio; 2009, 87-101).

In some study among 81 groups in military organizations, Koman & Wolff investigated the relation between emotional intelligence of the group leaders and the amount of organizational intelligence of the group. In this study, the effect of group emotional intelligence on the group functionality was investigated. The results indicated that the group emotional intelligence has a considerable positive relation with the leader emotional intelligence and also there is some positive relation between the group emotional intelligence and functionality (Koman & Wolff; 2008, 55-75). In some research, Grant

investigated the effect of short-time and long-time training on the amount of emotional intelligence. The results showed that the long-term training program (in this study it was taken 13 weeks) could improve the emotional intelligence, considerably (Grant; 2007, 257-266).

In some research among 92 managers of general communications and 129 managers of financial banks, some positive relation has been found (the correlation coefficient in this study was 292% and it means that in some significant level of 90% there is a positive relation between these two components (Heffernan & Droulers.M; 2008, 183-199).

In some research conducted on 8 Ceramic companies in Spain, the results showed that the organizational learning capacity is a regulator variable that could affect the relation between emotional intelligence and job satisfaction. The results illustrated some positive relation between emotional intelligence and the organizational learning capacity. These results indicated that there is no significant relation between sentimental intelligence and job satisfaction, unless the organizational learning capacity could affect the relation between these two components, as a regulator variable (Chiva & Alegre; 2008, 680-701).

In some study conducted on 156 professional personnel in New Zealand some positive relation was found in the social support and perceiving the others' emotions (King & Gardner; 2006, 186-203).

The adults showed better emotional intelligence skills than the others. The Mayer's studies showed that passing the time the emotional intelligence is improved and the experiences will be improved from childhood to adulthood (Gulman; 1383, 23).

The researches show that the individuals with lower emotional intelligence level, would have weaker consistency in encountering the stressful situations of life and therefore they would be affected with depression, hopelessness and the other negative consequences. Adversely, the individuals with high emotional intelligence would arrange their lives in such a way that they experience less negative consequences and also has more skills in making and maintaining high qualitative relations. Totally, the emotional intelligence is related to the life consequence and would help the individuals in perceiving and predicting various daily concepts (Chiva. R & Alegre; 2008, 680-701).

Some people believe that today the emotional intelligence has a considerable role in success of life and job. The studies show that bravery, sympathy, happiness and self-cognition, as different concepts of emotional intelligence, leave the most effect on the success of newly recruited individuals and also implementing the emotional intelligence test in selecting the newly recruited individuals, shows that most of these employees could get considerably higher marks in emotional bravery, sympathy, happiness and self-cognition; investigating about 200 companies and global organizations shows that one third of the differences is related to the ability of cognition and technical skills and the other two third is related to the emotional potencies (Gulman; 1998, 4).

In some research performed on 105 personnel in health care center of the United States of America, it has been indicated that the emotional intelligence is considered as a regulator variable in investigating the relation between organizational commitment and ability to have sentimental consistency. This research has showed that the personnel with high ability of sentimental consistency, when there is more sentimental intelligence, there also would be more commitment. It means that, if it is proved

that some organization gets high intellectual mark, it could be pointed out that the personnel with higher sentimental consistency, would have more organizational commitment (Humphreys, Brunsen & Davis; 2005, 120-129).

In another study conducted on 200 police officers in Niger, it has been found that job experience, self- efficiency, emotional intelligence and incentives could affect the amount of commitment (in order to analyze the data in this research, the regression model has been implemented. The amount of Fisher statistics is 5.856) (Aremu; 2005, 6096-618).

In some study conducted on university students graduated in job employment from Malaysia, Poon found that in personnel with median to high sentimental intelligence, the job commitment would affect the way to improve the job. Also, these results showed a positive relation between the amount of wage and job satisfaction (Poon; 2004, pp 374-390).

Hypothesis

According to subjects mentioned above, the main hypothesis in this research includes:

The job- employed fit and the knowledge needed to perform the job, have considerable and positive effect on emotional intelligence in governmental organizations female personnel.

Regarding the main hypothesis in this research, three secondary hypotheses could be mentioned:

1. The fit between personnel job knowledge and the knowledge needed to perform the job, has considerable and positive effect on emotional intelligence in governmental organizations female personnel.
2. The fit between personnel job skill and the knowledge needed to do the job, leaved considerable and positive effect on governmental organizations female personnel.
3. The fit between personnel job ability and the ability needed to do the job, has considerable and positive effect on governmental organizations female personnel.

Method

Because in this research, the researcher is seeking to determine and investigate the job-employed fit and it's effect on emotional intelligence in governmental organizations female personnel in Kermanshah, this research is based on some descriptive and surveying method.

The number of individuals in statistical society includes 300 female personnel from considered organizations. Based on the equation mentioned bellow, the sample in this study includes 148 personnel.

$$n = \frac{(300)(1/96)^2 (0.5)(0.5)}{(0/5)^2 (300-1) + (1/96)^2 (0/5)(0/5)} = 148$$

The data needed to conduct this research has been collected in two ways.

The Library Method: in this method the books, thesis, articles, data base and internet sources have been used to gather the data related to the issue and history background.

Field study method: in this method, the data needed about the job-employed fit and the effect it leaves on emotional intelligence have been gathered by planning some query and distributing it among the statistical sample. In order to investigate the job-employed fit, considering three variables of job knowledge, skill and ability, 34 queries have been planed and distributed and the job data base of America (O*NET) which is supported by job ministry of America, could be considered as an example; in early 1990, the O*NET data base was established by the aim of replacing with job titles culture, which is the biggest data base in America. The most important and central part of this plan includes a data base involving

hundreds standardized jobs and the complete definition of these jobs. This data base that is freely accessible for public, is regularly updating. Updating this data base is performed by extensive interviews conducted on employees in each career. This data base implements some specific model to analyze the jobs. In this data base, all the data needed about certain jobs, the physical and corporal qualifications, environmental conditions, skills and knowledge and the ability needed, are existed. The qualifications are grouped into three parts that involve knowledge, skill and ability needed for the certain job and career and also the employed qualifications are specified and defined considering three parts mentioned above, that provide the base of investigating the data in this data base that determine some standard for all jobs existed (<http://www.onetcenter.org>).

In order to investigate the emotional intelligence components, the Salovey,P & & Mayer,J standard query has been used.

Both measuring instruments were firstly distributed among the female personnel. These individuals were selected based on the researcher cognition and after completing the query about questions-research field fit, the proper sentences were made and the ambiguity of the opinions of these personnel was eliminated, and this mind exchanging and sympathy was formed by conducting the interviews and struggling on each questions, one by one. In this research, in order to describe and analyze the gathered data, the descriptive and deductive statistics were implemented. Using these tests, at first the data normality test was conducted by the means of Colmogrov- Smirnov tests. If the data are distributed normally, the separate T-test would be implemented. According to this test, based on job fitness or unfitness, a considerable relation would be found between emotional intelligence of personnel, but if the data are not distributed normally, based on job fitness or unfitness, the Man Withney test would be implemented.

Findings

In this research, in order to determine the research theory, we should at first specify whether the data gathering distribution is normal or not. This normality or abnormality in data gathering distribution is investigated using the Colmogrov- Smirnov statistical tests and the results of this test are shown according the following table:

Table 1: Two tailed Colmogrov- Smirnov test Test statistics

		z
Most Extreme	Absolute	.764
Differences	Positive	.000
	Negative	-.764
	Colmogrov-Smirnov Z	3.132
	Asymp.Sig (2-tailed)	.000

Grouping Variable: GROUP

According to the table mentioned above, the provided extent of z of the test in confidence level of 90% is equal to 3/132. Based on the statistical table, the provided extent of z of the test in confidence level of 95% is equal to 1.64. Giving that the provided extent of z of the test is bigger, in confidence level of 95% it could be assumed that the data gathered from statistical sample are normally distributed. So, in order to perform the significance test, the difference between the amount of emotional intelligence in personnel with fit personal qualifications and job requirements and the personnel with unfit personal qualifications and job requirements, the absolute statistical T-test would be implemented. This test specifies the difference between emotional intelligence of the personnel, according to job fitness or unfitness.

Table 2 illustrates the average of emotional intelligence scores of personnel with fit or unfit job qualifications (personal qualifications and job requirements):

Table 2. the average of emotional intelligence scores of personnel, according to job fitness or unfitness.

indicator	Personnel abundance		The average of emotional intelligence score
	Number	Percent	
The personnel with fit job qualifications	62	0/39.7	4.5
The personnel with unfit job qualifications	96	0/59.3	3.7

According to job fitness or unfitness

The results of T-test (table 1 and 2) showed that the group with fit job qualifications gain the score (4.5) that is higher than the score (3.7) for the group with unfit job qualifications and this difference in scores shows that the job fit leaves a positive score on the emotional intelligence of female personnel in Kermanshah and more higher is this fit, more increased is the extent of emotional intelligence of personnel. Table 2, also illustrates that in studied organizations, only 39/7% of female personnel have fit job qualifications.

Conclusion:

The job-employed fit is one of the major issues in human source management. This is improved that this fit is an organizational necessity for human force productivity. The job-employed fit in organization is considered as an effective strategy in maintaining the human source. This fit begins when for the first time the individual moves to work and select a proper job. Secondly, the organization is prepared to find, select, employ and appoint the personnel. At the beginning of employment, according to the organization and job volunteers needs, the considered fit may be limited, but gradually while the individual follows on his/ her work life in organization and the organization passes through it's life, it is expected to have increase in this fit. If the job is designed fit to personal qualifications, the personnel would be convinced and the human force profitability would be increased (Siverthorne, 2004).

The emotional intelligence studies the role of sentiments and emotions of individuals in work, social and personal life against the others and tried to define the position of emotions and sentiments of individuals in their efficiency. A set of investigations and reports resulted from studies related to sentimental or emotional intelligence, has offered a promising conclusion, raised of the relation between emotional intelligence of individuals and their success. Some of these researches indicated that the individuals with better functionality and higher work commitment and job satisfaction, show some qualifications like self-controlling, ordering, self-management and self emotions and sentiments controlling at the work place (Kha'ef Elahi and Doostar; 1385; 52-62).

In this research the T-test is implemented, individually, to investigate the job-employed fit and the effect it has on emotional intelligence of personnel. This test shows the significance of difference between the averages of emotional intelligence score in personnel with fit or unfit qualifications for the job. The results of this test are significant in confidence level of 95%. While the average of emotional intelligence scores of personnel fit in job specifications is higher than the average of emotional intelligence scores of personnel unfit in job

qualifications, it could be concluded that the job fit has a positive and direct relation with emotional intelligence of personnel that is more is the job fit, more is the emotional intelligence of personnel and conversely less in this factor, less is emotional intelligence on personnel.

Another considerable result in this research was that in studied society about 40% are job fit and this issue is so weak and unacceptable for studied organizations. Regarding this and considering the aim of research, some recommendations are offered to increase the job fit and this issue could increase efficiency and emotional intelligence of personnel:

1. According to the fact that the main hypothesis and some job-emotional intelligence fit are approved, the organizations should search the ways to improve the job fit in order to enhance the emotional intelligence in personnel and this issue should be considered carefully by the human source experts in employment process, finding and attracting the personnel for the jobs with unoccupied posts or regarding the necessities existed, in order to provide the persons selection scales based on international standards.

2. The movements like job evolution, job enhancement and empowering the personnel and considering the job pleasuring, the personnel perceive on job significance.

3. Providing some friendly environment and based on cooperation instead of competence could result some increase in personnel stress and also could provide some social capital in organization and increases the correlation and consensus between personnel. Enhancing the individuals relations inside the organization, in such a way that they see themselves as a member of group and try to support and protect their cooperators, also, will increase the cohesion between individuals and groups in organizations and the could increase the correlation between personnel.

4. Regarding the importance of improving the emotional intelligence reinforcing factors in organizations and particularly the human source managers, they should try to determine the emotional intelligence reinforcing factors that have been supported in many studies, and do their best to provide them in organization.

5. In order to increase sympathy, the personnel should be sensitive against the sentimental signs and feelings of each other and enhance an efficient audition in themselves.

6. Holding the careers and workshops, managers get familiar with non-financial needs of personnel and are trained to be more able to make sympathy with the others by gaining perceive and knowledge and skill.

7. In order to increase the social skill, the organizational structure is moved toward a flat structure to provide the situation to increase the horizontal communications and group working.

8. Granting rewards and job developments, related to the job field, to the personnel that participate voluntary in training programs, outside the organization, in order to maintain and enhance the incitement in individuals and provide a safe and constituent competence between the other personnel.

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