

The relationship between managers' emotional intelligence, innovative organizational culture and employee performance

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ABSTRACT

Effective managers are scarce resources of organizations. Successful organizations compete with each other to recruit and retain them. Their ability to manage the organization affects the performance of employees. The purpose of this research is to investigate the relationship between emotional intelligence of managers of innovative organizational culture and employee performance in University of Medical Sciences. The research methodology is a correlation-based descriptive method. There are 1472 employees and 110 managers at the University of Medical Sciences, which makes up the statistical population of the study. Employees will be chosen at random. The Karjesi and Morgan table is used to calculate the sample size using the stratified random sampling method. In total, 86 managers are equal to 41.74% of independent managers and 59.25% of non-profit managers and 344 employees, which are equal to 42.74% of employees of the University of Medical Sciences and 58.58% of non-profit employees. This research conducts some research tools all of which had acceptable validity and reliability. Spearman and Pearson correlation statistical methods were used for data analysis. The current research has reached this conclusion with 95% and 99% certainty that there is a relationship between the variables of emotional intelligence and innovative organizational culture with the job performance of University of Medical Sciences employees. Also, a positive and meaningful relationship has been observed between the components of emotional intelligence (intrapersonal adaptation and stress management) and the components of innovative organizational culture, creativity and innovation with the job performance of employees.

Keywords: Emotional intelligence, Innovative organizational culture, Self-management, Job performance.

Introduction

Effective managers are scarce resources of the organization. Successful organizations compete with each other to recruit and retain them. In manager training programs and succession planning, they always seek to identify a set of characteristics that distinguish successful managers from unsuccessful ones. To achieve this goal, psychology has been placed in the center of attention of organizations. The study of the psychological dimension in the organization includes a wide range of people's characteristics, such as emotional intelligence, motivation, stress management, personality traits and so on. Over time, different types of intelligence and its different effects on behavior have been identified, and people differ in terms of the type of intelligence, its amount, and the ability to exploit it [1-4]. Types of intelligence are physical intelligence, rational intelligence, emotional intelligence, and finally spiritual intelligence. Emotional intelligence, which is examined in this research, is the

ability to control and manage one's own and others' emotions [5]. In other words, regulating emotions and emotions in a way directs behavior towards effective communication with others, adaptation to the environment and achievement of goals.

Currently, emotional intelligence and its impact on behavior and performance are of interest to organizations. Attention and focus on emotional intelligence in the organization is related to the nature of the manager's job. Management is defined as doing work by others. Managers make decisions, allocate resources and influence the behavior of members; they not only determine tasks but also determine how to perform them. In fact, managers act in a network of mutual relations or in other words, social relations. Therefore, the success of any organization depends on the effective behavior and interaction of managers with employees. The findings of the research show that investing in the emotional intelligence of managers has an effect on the performance of the organization's employees, so that emotional intelligence can be a key and strategic tool for managers in

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performing their organizational duties, so that they can create an organization with new characteristics through it [6].

Research findings show that organizations with relatively equal conditions have different results and behaviors. This issue has drawn the attention of researchers to the internal processes of the organization [7], so the performance of employees and its management was considered as one of the important duties of managers. Performance is the achievement of tasks assigned by the organization to human resources [8]. Effective performance is influenced by various factors. There are two categories of factors affecting performance: personal and organizational factors. In order to achieve the goals of the organization and the success of the employees, organizations should pay attention to both the success of the organization and the satisfaction and success of the employees Coetzee and Harry (2014) is one of the important factors in the personal dimension of the members' motivation [9]. If people are motivated, they can be effective and innovative in their work. Considering the context of the educational system, which is of a social nature, the interaction between members and calling them to work becomes particularly important more of them should have leadership ability and create the necessary motivation in people to do effective work, therefore, with the ability to control emotions and manage themselves and others, they can create a strong communication circle with employees to achieve better performance. Therefore, in this research, we intend to answer the question whether there is a relationship between the components of emotional intelligence of managers and innovative organizational culture with the job performance of employees in the University of Medical Sciences.

Theoretical foundations and research background

In the course of the civilization of human societies, one can rarely find a phenomenon that has a longer history than social organizations. The histories of the rise and fall of organizations, their policies and activities over the centuries have been recorded in history. In today's world, numerous reports about the performance of organizations can be seen in newspapers and other publications. Although organizations have been continuously mentioned throughout the history of human life, in fact, since the industrial revolution, the emergence of huge industrial organizations, the creation and the destruction of large government institutions, as a complex social phenomenon, has been the attention of scientists and scientific circles, and since the beginning of the century 20th, scientific studies and analyzes were started around it. Today, social organization has been evaluated and classified as one of the most complex systems known in human knowledge. Therefore, the scientific understanding of this complex phenomenon requires the analysis of its various structural and behavioral dimensions. The main and rational philosophy for the existence of organizations is that specific goals can only be realized through the cooperation of a group of people, so the goal is the benefit of education. Whether

it is providing health, public security and social welfare, or promoting religion, organizations find their reason for existence with specific goals. In other words, organizations pursue short-term and long-term goals that can be efficiently and effectively provided by the fruitful and joint efforts of individuals. On the other hand, all organizations are run by one or more managers. Managers allocate scarce resources to achieve different goals. In fact, it is managers who determine the relationship between the goal and the conditions for achieving the goal. Managers create conditions for creating new jobs, income, service products, health security and education. If the management of organizations is considered, the role of managers is revealed as an important source of meeting social needs. The truth is that these days, due to the changes caused by technology and other changes in society and human management, there is a critical importance about managing to secure the job performance and organizations' success. [10].

The concepts of organization and management are necessary for each other. The existence of one without the other is meaningless. The management activity takes place in the organization and there is no organization that does not need management [11].

The efficiency and effectiveness of managers' performance requires the use of management skills. In addition to knowledge and experience, managers must also have special skills.

Katz (1995) classified the skills needed by managers into technical, human and perceptive. Skill refers to a person's developable abilities that are reflected in the performance and performance of tasks. Therefore, the meaning of skill is the ability to effectively use personal knowledge and experience [12]. Y. Zhang *et al.* (2020) conducted a multilevel SEM analysis to find the relationship between leaders' emotional intelligence and employees' job performance from a multilevel perspective using the IPO model [13]. Their findings suggested that leaders' emotional intelligence positively affect employees' job performance through group cohesion (at the group level) and person-group fit (at the individual level).

Karasneh & Al-Momani, (2020) explored how emotional intelligence affect leadership styles [14]. They found a significant positive relationship between self-regulation and social skills dimensions of emotional intelligence on ASEZA's (Aqaba Special Economic Zone Authority) leadership style. Additionally, their findings demonstrates that there are no significant differences between the dimensions of EI and demographic factors. Also, they pointed that the lack of some crucial emotional intelligence's dimensions in an organization will cause a negative effect on job performance.

According to Chin (2021), emotional intelligence skills are crucial in the workplace [15]. According to Robbins, people can use information about feelings and emotions to enhance performance in organizations today. This knowledge aids in decision-making, motivation, negotiation of interpersonal problems, advancement, and work satisfaction of organizational performance. Using the Karjesi and Morgan table, the sampling method is utilised to calculate the sample size. Because successful

people pay attention to emotional capabilities and in their communication they can understand the emotions and feelings of others and react accordingly, and this ability creates a suitable organizational culture and platform in the organization, which is a competitive advantage. In the cutthroat world of today, it is pertinent. It might be argued that even though logical or rational intelligence served as the catalyst for the advancements of the 20th century. However, based on data available at the start of the twenty-first century, emotional intelligence will bring about changes.

D Gijwani *et al.* (2021) researched the relationship between emotional intelligence and aggression among nursing students using a cross-sectional method [16]. They discovered that emotional intelligence has a major impact on the interaction between a nurse and patient. It helps nurses better identify their own abilities while also building and maintaining positive relationships with patients. Their findings also demonstrate that males are more aggressive than females in the age group of 18–21 years and in the 1st year of nursing students.

Materials and Methods

Regarding its goal, the current study is applied; nevertheless, in terms of data collection methods, it is descriptive and correlational in nature. In this way, the library method was used to collect information related to the literature of the research subject, and the questionnaire method was used to collect information from the subjects. In this research, the research tools included emotional intelligence questionnaires (90 questions), Robbins' organizational culture (46 questions) and Patterson's occupational performance questionnaire (15 questions) was conducted. In the present research, the relationship between the variables is analyzed based on the purpose of the research.

The statistical population of the research includes employees in the University of Medical Sciences who are classified by random sampling based on geographical division and organizational post, the number of managers is 110 and the number of employees is 1472. The statistical framework of this research is published statistics from the Institute of Research and Planning in Higher Education.

The stratified random sampling method is used to determine the sample size using the Karjesi and Morgan table. In total, 86 managers are equal to 74.41% of independent managers and 25.59% of non-profit managers and 344 employees are equal to 42.74% of employees of the University of Medical Sciences and 58.58% of non-profit employees in this research was present.

The data collection tool of the emotional intelligence questionnaire has 90 questions, which measures the 5 main areas of interpersonal skills, interpersonal skills, adaptive skills, psychological pressure control and general mood through the following 15 subscales.

The final version of Bar's Emotional Intelligence Questionnaire (EQ-1) was presented in 2002. This questionnaire has 133 questions, of which a 90-item version has been prepared in Iran, and its internal consistency coefficient has been reported to be

adequate. This questionnaire has 15 subscales that are placed in 5 categories. For data analysis, descriptive statistics tests including mean frequency, drawing statistical graphs, as well as Kolmogorov-Smirnov normality test and Spearman's correlation coefficient tests were used in the inferential discussion.

Results and Discussion

Statistical analysis of research data

Descriptive analysis of research data on the demographic characteristics of the sample group

In the first part of the research questionnaire, questions related to demographic characteristics are included. These questions provide the researcher with information about the research sample in terms of gender, education level, age and work experience. This information is provided using frequency distribution tables and column charts separately for each feature, which is described below.

Table 1: Frequency distribution of employees and managers

Organization under study	Number of Employees	Percent	Number of Employees	Percent
University of Medical Sciences	256	74.42	64	74.41
Nonprofit university	88	25.58	22	25.59
Total	344	100	86	100

As can be seen in the table and graph number 1, 256 employees and 64 managers were studied from the units of the University of Medical Sciences and 88 employees and 22 managers were studied from non-profit universities related to medical sciences. constitute the target of the research.

Table 2: Frequency distribution of male and female managers

Respondents Gender	Female		Male		Total	
	Number	Percent	Number	Percent	Number	Percent
University of Medical Sciences	12	70.58	52	75.36	64	74.41
Nonprofit university	5	29.42	17	24.64	22	25.59
Total	17	100	69	100	86	100

As can be seen in **Table 2**, 12 of the female managers and 52 of the male managers were studied from the units of the University of Medical Sciences and 5 of the female managers and 17 of the male managers were studied from the non-profit universities

affiliated to the University of Medical Sciences of the province. They are in total 17 female managers and 69 male managers were studied in this research.

As can be seen, 12 managers with a bachelor's degree, 46 managers with a master's degree, and 2 managers with a doctorate degree constitute the target community of research units of University of Medical Sciences? One of the managers with a bachelor's degree, 12 managers with a master's degree and 1 manager with a doctorate degree constitute the target community of the research of non-profit universities.

As can be seen, 52 employees have an associate degree, 191 employees have a bachelor's degree, and 13 employees have a master's degree. The target population of the research is the units of University of Medical Sciences. Also, 29 employees with an associate degree, 53 employees with a bachelor's degree, and 2 employees with a master's degree constitute the target community of the research of non-profit universities affiliated to University of Medical Sciences.

Inferential analysis of research data

Kolmogorov Smirnov test (normality test)

In order to perform statistical tests, we must check the normality test and population distribution. One of the statistical tests for the normality of data distribution is the Kolmogorov-Smirnov test. The statistical hypothesis of the test can be written as follows:

Table 3: Test results regarding the normality of population distribution

The main research variables	k-s statistic	p Value
Emotional Intelligence	0.949	0.328
Intrapersonal	1.075	0.198
Interpersonal	0.724	0.671
Compatibility	0.992	0.279
Stress management	1.259	0.084
Public mood	0.871	0.434
Innovative organizational culture	1.492	0.023
Creativity and innovation	1.457	0.029
Risk taking	1.366	0.048
Attention to detail	1.618	0.011
Attention to achivment	1.970	0.001
Attention to the members of the organization	1.781	0.004
The impact of decision results on employees	1.771	0.004
Pay attention to the team	1.425	0.034
Job performance of employees	0.844	0.474

The significance level of **Table 3** shows that the variables of employees' job performance, emotional intelligence and its components have a normal distribution. Because -P value of k-s test is more than 0.05. Therefore, according to the normality of

the data, specific parametric tests will be used. Also, the negatives of innovative organizational culture and its components have abnormal distribution. The P-value of the k-s test is less than 0.05. Therefore, to check the existence of correlation between variables, non-parametric tests of Spearman should be used.

Main hypothesis 1

The job performance of employees at the University of Medical Sciences is correlated with the emotional intelligence of their managers.

The Pearson's parametric correlation test was used to determine whether there was a link between the variables, taking into account the normality of the emotional intelligence and employee work performance variables. Table displays the test results (3).

Table 4: Pearson correlation test results between emotional intelligence variable and job performance

Variable	R	Z statistic	Test result
Emotional Intelligence	0.216	1.99	Accept
Job Performance			

Based on the results of **Table 4**, it can be said that the values of the (z) statistic (1.99) for the variable of emotional intelligence are more than 1.96. Therefore, there is a relationship between the emotional intelligence of managers and the job performance of employees.

Main hypothesis 2

There is a relationship between the organizational culture and the job performance of employees in the University of Medical Sciences.

Considering the non-normality of the variable of innovative organizational culture and the job performance of employees, Spearman's non-parametric correlation test was used to investigate the relationship between the two variables. The test results are shown in **Table 5**.

Table 5: Spearman's correlation test results between innovative organizational culture variable and job performance

Variable	R	Z statistic	Test result
Innovative organizational culture	0.322	2.97	Accept
Job performance			

Based on the results of **Table 5**, it can be said that the values of the z statistic (2.97) for the variable of innovative organizational culture are more than 1.96, so there is a relationship between the variable of innovative organizational culture and the job performance of employees.

A link between the elements of managers' emotional intelligence and workers' job performance is one of the sub-hypotheses. In order to determine whether there was a relationship between the two variables—emotional intelligence components and employee work performance—a Pearson correlation test was employed. **Table 6** displays the test results.

Table 6: Pearson correlation test results between emotional intelligence components and job performance

Job performance/emotional intelligence	R	Z statistic	Test result
Intrapersonal	0.233	2.05	Accept
Interpersonal	0.066	0.61	Reject
Compatibility	0.224	2.07	Accept
Stress management	0.235	2.17	Accept
Public mood	0.047	0.43	Public mood

Based on the results of **Table 6**, it can be said that the values of the z statistic for the components of emotional intelligence (intra-personal adaptability and stress management) are more than 1.96, so there is a relationship between the components of emotional intelligence of managers and the job performance of employees.

The aim of this study is to investigate the relationship between managers, creative organizational cultures, emotional intelligence components, and employee performance in medical science universities. The findings demonstrate a favorable correlation between managers, creative organizational culture, emotional intelligence components, and employee performance. Effective work is significantly influenced by the personality traits of managers. Managers that possess emotional intelligence are able to comprehend both their own and others' feelings, which helps them react effectively in a variety of circumstances. Effective interactions within the organization are fostered by this flexibility.

Furthermore, stress, work happiness, accountability, experience, mental health, organizational health, and employee assessment are all organizational factors that are associated with emotional intelligence and all of these improve leadership capacity. Employee performance is enhanced by managers who possess a greater level of emotional intelligence as they manage their organizations more efficiently.

The University of Medical Sciences staff's job performance and managers' emotional intelligence were shown to be correlated, according to the first primary premise. This result is consistent with earlier studies. Beyond technical abilities, emotional intelligence include critical interpersonal skills and the capacity to regulate one's emotions. Managers with strong emotional intelligence are highly sought after by successful companies because they have a big influence on worker performance.

When managers find it difficult to appropriately assess emotions, their performance at work declines. Positive employee behaviors like collaboration and additional effort are correlated with

managers who possess high emotional intelligence. These managers boost employee performance and foster a healthy work environment by using emotional intelligence as a basic skill for effective leadership.

The second primary hypothesis suggested a connection between employees' job performance and an innovative organizational culture. This is consistent with earlier research, which highlights the ways in which organizational culture impacts employee behavior and performance. Strong cultures empower workers by giving them freedom, encouraging creative problem-solving, and improving performance.

The first sub-hypothesis established a connection between employee performance and managers' emotional intelligence traits. Emotionally intelligent people are able to recognize and control their emotions, which improves their ability to communicate, manage their time, and execute their jobs more effectively overall. Proficient managers aim to enhance employee performance by fostering emotional intelligence, which has a favorable effect on individual and group results.

Conclusion

In conclusion, this study shows a significant, direct correlation between managers' emotional intelligence and employees' job performance. There is a positive correlation between improved job performance among employees and managers' emotional intelligence. Additionally, the importance of a supportive work environment is shown by the favorable effects that an innovative organizational culture has on employee performance.

Generally, developing an innovative organizational culture and helping managers become emotionally intelligent are crucial tactics for raising staff performance at medical scientific universities. Organizations may develop a staff that is more productive and successful by giving these factors priority.

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Ethics statement: This study was conducted in accordance with ethical standards. Informed consent was obtained from all participants, and their confidentiality was maintained throughout the research process. The study was approved by the appropriate ethics review board.

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