

# Examining the Relationship of Emotional Intelligence and Organizational Effectiveness

**Mehrbakhsh Nilashi**

*Computer Engineering Department  
Islamic Azad University of Roudsar and Amlash  
Roudsar, Iran*

*Nilashidotnet@yahoo.com*

**Othman Bin Ibrahim**

*Faculty of Computer Science and Information Systems  
University Teknologi Malaysia  
Johor, Malaysia*

*Othmanibrahim@utm.my*

**Amir Talebi**

*Faculty of Computer Science and Information Systems  
University Teknologi Malaysia  
Johor, Malaysia*

*Amirtalebi@gmail.com*

**Alireza Khoshraftar**

*Faculty of Computer Science and Information Systems  
University Teknologi Malaysia  
Johor, Malaysia*

*Ali\_samick@yahoo.com*

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## Abstract

The director of an organization needs special features to adapt the organization with changes in order to survive and grow in new environments, that almost all managers find it difficult to address such issues. One of the important features that can help the directors and the managers to respond to such changes is the emotional intelligence factor. The goal of this research is to evaluate the relation between the emotional structure of an organization (called emotional intelligence) and the organizational effectiveness. Both, graphical and statistical modeling was used as a guide in the research, and also standardized questions are used in both, emotional intelligence and organizational effectiveness issues. The statistical population of this research includes the managers, assistants and the executive region manager of Rasht municipality, which 240 people were chosen as a sample from them. Over 80% of the respondents have BA and higher education and the majority of respondents (80%) have the job experience with less than 12 years. the analysis of the major and minor hypothesis were done by statistical software such as: STATISTICA, SPSS and EXCEL. The outcomes revealed the meaningful relation between the emotional intelligence and the organizational effectiveness and also, it is recognized, in this research that the motivation component has the most influential role on the organizational effectiveness.

**Keywords:** Emotional Intelligence, Organizational Effectiveness, Self-awareness, Self-Management, Sympathy, Social Skills.

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## 1. INTRODUCTION

Every leader or manager of an organization, in order to achieve his or her goals, needs to be aware of the forces, feelings and motivations of his/her staff. We utilize such awareness in our work and life to achieve the best results. Unfortunately, some times we are afraid to show our feelings because we don't know how effective they might be [1].

One way to grasp these feelings and utilize them effectively at work is to recognize and understand emotional intelligence. Development and deep reflection regarding emotional

intelligence and using its entire elements can increasingly, improve the organizational – relationships, the staff co- operation and the exploitation of social skills. [2] The quality of a person to guidance and support the goals of an organization is that, the staff feel, they have an important role in an individual and organizational development [3]. The failure and frustration risk in goals fulfillment in the organizations that don't use the emotional intelligence principle, is higher, in contrast to the organizations that use this principle in their sources.

The ruling culture in these organizations prevents the staff to represent their useful criticisms and/or to encourage the secrecy and cordial relations inside the organizations.

The organizations that institutionalize emotional intelligence's elements in their human sources, indeed they allow an expressed culture rules in the organizations, of course within the frame work of the organizational laws. And the staff can represent their criticisms and proposals bravely and feel sympathy within the organization [4].

Goleman believes if someone has an ability to recognize his or her feeling and emotions and knows how to use these things as a tool, he/she will be able to make good decisions, manage his/her relations, create motivation for his/her self or for others, be hopeful in bad and difficult situations, control his/her stress and to create sympathy within the other organization's staff [3].

Most of the variables, but not all of them can be numerical. Analytical tools can provide the most part of the data that are required for a consistent and clear image, but always there is ambiguity, approximate estimation and conjecture. An important thing to mention is that the leader of an organization has to trust his feeling. Such feelings are often in a right direction and sometimes in a wrong one. The leaders that often feel that they are in a right direction have a good sense about this case that why they act like this. They have learned to distinguish between the wrong feelings and the purposeful feelings. In other words, emotional intelligence helps them to change to leaders that most of their decisions are fraught with helpfulness, correctness, usefulness and carefulness [5].

Emotional intelligence has an influence over recruiting the intelligent people. A statistics organization's research that was conducted over two millions staff within 700 companies, revealed that, the duration that a staff remains at a company , or the amount of his efficiency output is determined by the direct relation between him/her and his/her supervisor [5].

The other research that was conducted by Espiron, showed this effect in a simple way. He, as a staff and an advisor for three American companies, showed that just 11% of the staff that appraised their manager, said, they were going to have another job next year. Any how, 40% of the staff that evaluated the performance of the manager as weak, decided to give up their job.

In other words, the resignation probability of the staff that have a good manager, in contrast to the staff that has weak manager is four times less. [6]

The study of the research background and the classification of them, showed, that the majority of the researches that have been conducted regarding emotional intelligence in organizations, focused on the way of effectiveness [7], improvement of the managers effectiveness, [7] the success of a group work [3] innovation and solving problem [8] the staff motivation [8] making a good decision [9] and the staff efficiency [10].

## **2. RESEARCH IMPORTANCE**

What makes this research important is that no one has dealt with the organizational effectiveness factor from the emotional intelligence point of view as an important factor in human resource. The other important point that has been done in this research is that the majority of the researches conducted in emotional intelligence field

Was regarding the staff efficiency, workforce productivity, sales increase, and increase in the workgroup efficiency but in this research, the researcher is trying to investigate the effect of emotional intelligence of a group of staff over their total output.

The other important point in this research is dealing with the organizations that profitability is not defined as an evaluation criteria in them in fact the duty and mission of the Rasht municipality regions considered as a statistical society and they are not profit – making. This subject is new in the accomplished research.

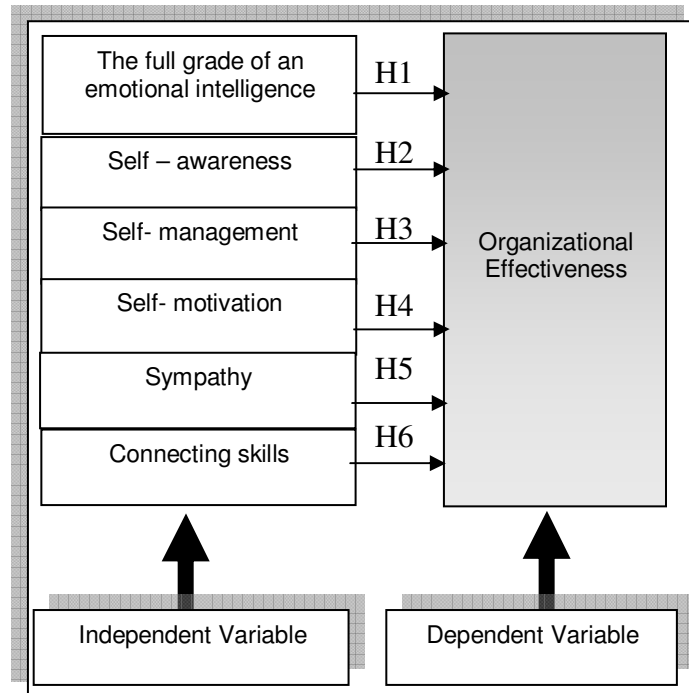
## **3. RESEARCH OBJECTIVES**

The goal of this research is to introduce the human feelings in staff that nobody pays attention to it, and study the relations between this human factor to materialize the goals and the organization's strategies for the first time .Thus, the objectives of this research are as follows:

- To recognize the levels of the emotional intelligence factors (self – awareness, social awareness and connecting skills) between the respondents and the organizational effectiveness level.
- To determine the relation between the emotional intelligence grade and organizational effectiveness.
- To recognize the emotional intelligence factor that has the most effect on the organizational effectiveness.

## **4. RESEARCH THEORIES**

Based on Peter Saloy's model, six theories have been studied in this research. That the major theory was about the study of the relation between the whole emotional intelligence and the effectiveness, and other five theories compared the relation between every part of the emotional intelligence and organizational effectiveness that include (self-awareness, self-management, self-motivation, sympathy and connecting skills). The graphical model of the relation between emotional intelligence and organizational effectiveness is shown in Fig 1.



**FIGURE 1:** The graphical model of the relation between emotional intelligence and organizational effectiveness.

- There is a meaningful relation between the organization's staff emotional intelligence and organizational effectiveness.
- There is a meaningful relation between the self-awareness factor the staff and organizational effectiveness.
- There is a meaningful relation between the self-management factor of the staff and the organizational effectiveness.
- There is a meaningful relation between the self-motivation factor of the staff and the organizational effectiveness.
- There is a meaningful relation between the sympathy factor of the staff and the organizational effectiveness.
- There is a meaningful relation between the connecting skills factor of the staff and the organizational effectiveness.

## 5. RESEARCH METHODOLOGY

According to the goal of this research, this study is a research based on the correlation by using the selected simple case by case study in Rasht municipality and elective samples has been from the executive regions.

They used two standard questionnaires, in order to collect the required data for this research that the first one is for measuring the emotional intelligence and the second one is for measuring the organizational effectiveness. For being sure of the correctness of these questionnaires, both of them are tested orally and the outcome showed a suitable narrative and enduring. At the end, as hypothesis test, the data analyzed statistically. The researchers choose the statistical society by his (her) knowledge from the executive regions in Rasht municipality and studied the managers and the positions of the Rasht municipality and the elder staff sample that have been choose by chance. All the examined samples were 240 people. The statistical societies that have been chosen in this research were all the regions manager and assistants, the elder leaders and staff from the 3 parts in Rasht municipality that consist of 300 people.

For better understanding about the structure and the nature of the statistical society at first the organizational structure for each region has been drawn like as followed each one of these 3 regions is like a category for the choose sample.

For society survey , the sample that include 240 people derived from a regions that are like a category and by attention to the equivalence between the society number in each region , the sample by 20 people derived from each region by considering :

$$\alpha = 5\% \quad , \quad p = 0.5 \quad , \quad d = 0.05 \quad , \quad N = 650$$

We have in formula 1 that is known as Kokaran formula:

$$n_0 = \frac{z_{\frac{\alpha}{2}}^2 p(1-p)}{d^2} = \frac{1.96^2 \times 0.5 \times 0.5}{0.05^2} = 384.16 \quad (1)$$

$$n = \frac{n_0}{1 + \frac{n_0}{N}} = \frac{384.16}{1 + \frac{384.16}{640}} \approx 240$$

This study is a research based on the correlations, by using the selected sample. So we can consider it as a functional research. The tool of this research includes two questionnaires. One of them examines the affective intelligence and the other, study the organizational effectiveness. We introduced each of these questionnaires in brief.

## **6. EMOTIONAL EFFECTIVENESS QUESTIONNAIRE**

This questionnaire was designed by H. Vizinger and introduced as an affective intelligence in his book. It is based on the Salvy's Fire- dimensional model. The questionnaire includes 25 questions that totally measured the people's affective intelligence. Any person can take grade between 25 to 125, that the grade below 50 shows the low affective intelligence, between 50 to 100 shows the average affective intelligence and over 100 shows the high affective intelligence of people.

Five dimensions of the emotional intelligence examined in this questionnaire as followed:

- The total questions grade 1, 6, 11, 16, 21, shows the rate of the self-awareness.
- The total questions grade 2, 7, 12, 17, 22, shows the rate of the self-management.
- The total questions grade 3, 8, 13, 18, 23, shows the rate of the motivation.
- The total questions grade 4, 9, 14, 19, 24, shows the rate of the sympathy.

The total questions grade 5, 10, 15, 20, 25, shows the rate of the social skills.

## **7. ORGANIZATIONAL EFFECTIVENESS QUESTIONNAIRE**

This questionnaire was based on the goal's approach and the human sources approach that was designed by the professional management organization<sup>1</sup>. In this questionnaire the following issue described as indexes for determining the organizational effectiveness.

This questionnaire consists of 17 questions and each person can take the grade between 11 to 85. The grade that is below 34 shows the low effectiveness, between 35 to 68 shows the average effectiveness and over 68 shows the high effectiveness.

- The structure of the questions in the planned questionnaire includes the following fields:
- The organization view and mission. (Include the questions 1 and 2)
- The organization goals. (include the question 3 to 6)
- Duty and responsibilities. (Include the questions 7 to 9)
- The staff welfare. (include the questions 10 and 11)
- The organization's process. (question number 12)
- Connections (questions number 13 and 14)
- Clients (include the questions 15 to 17)

Narrative and enduring are the factors that must be discussed for any measuring evaluation tool.

The questionnaires that used in this research were the reliable questionnaires and their validity confirmed in several research.

In this research, they used the Psychology and management authority's view, for determining the narrative in both questionnaires and by attention to the gathered view, both questionnaires have formal narrative. At first in this research, they used the psychology and management authority's view, for determining the narrative in both questionnaires and by attention to the gathered view, both questionnaires have formal narrative. At first, they used descriptive way for the questionnaires enduring. In this way, the questions divided in two groups by chance and correlation ratio between the outcomes of these two groups was estimated.

They choose 20 units of managers, assistants and elder staff for evaluate the enduring and each of them completed the research questionnaire. Then the questions of each questionnaire divided in two groups by STATISTICA software, accidentally and the result for the affective intelligence questionnaire equal to 83% and for the organizational effectiveness, it equals to 79% that is showed the high enduring in research questionnaires.

After receiving all the answer sheets, again the enduring of both questionnaires was evaluated by the software and the result for the emotional intelligence questionnaire equal to 844% and for the

effectiveness questionnaire equal to 811% that like the firs outcomes showed the high enduring. The enduring calculations showed in table 1 and 2:

N of Items	Cronbach's Alpha
25	.844

**TABLE 1:** the calculations of the validity evaluation in intelligence questionnaire

N of Items	Cronbach's Alpha
17	.811

**TABLE 2:** the calculations of the validity evaluation in effectiveness questionnaire

## **8. RESULTS AND INTERPRETATION OF QUESTIONNAIRES**

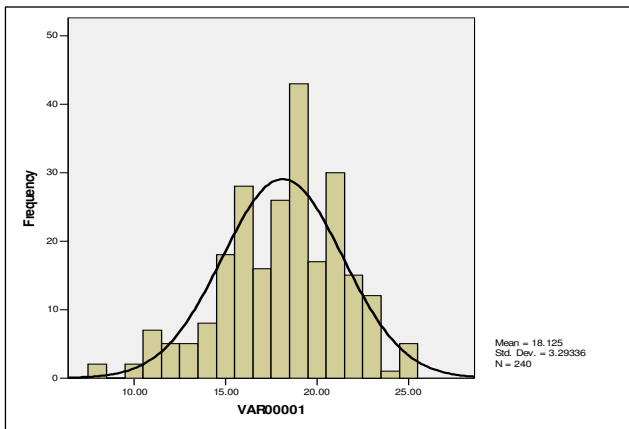
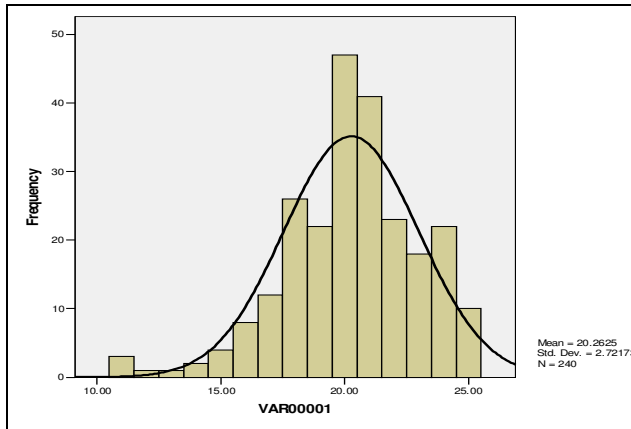
The data that was collected and classified by a questionnaire and interview was used as a major source for gaining new information about the subject to study phenomenon. They used descriptive statistics and inferential statistics ways for analyzing the gathered data. They used descriptive statistics for summarizing the gathered data about the society. Note that the goal of the descriptive statistics is not justification, but to describe and extract the main points and fulfill the data combinations in the form of the present condition. Also, they used statistical software like STATISTICA, SPSS, and EXCEL, to analyze and classify the main and minor hypothesis outcomes of the research.

## **9. SURVEY THE EMOTIONAL INTELLIGENCE OF THE RESPONDENTS.**

### **9.1. Distribution of the Sample Plenty in the Dimension of the Self-Awareness rate.**

Based on the table3, 87.1% of the respondents get the high grade in the rate of the self-awareness and 12.9% get the average grade and 1.7% gets the lowest grade in this dimension by considering the grade between 5 to 25 for answering to the dimension in total, the average value that gained for the self-awareness is 20.2.

The rate of the self-awareness	plenty	The percent of the plenty	The gathering plenty	The percent of the gathering plenty
Less than 8	0	0.0%	0	0.0%
8to 12	4	1.7%	4	1.7%
13 to 17	27	11.3%	31	12.9%
18to 22	159	66.3%	190	79.2%
23 and more	50	20.8%	240	100.0%
Total	240	100%	-	-



The deviation of the reiteration	minimum	maximum	average	Self-management
	25	11	20.26	

The deviation of the reiteration	minimum	maximum	average	Self-management
	8	25	18.13	

**TABLE 3:** distribution of the respondents plenty in the dimention of self-awareness.

**TABLE 4:** distribution of the respondents plenty in the dimension of self- management

### 9.2. Distribution of the Sample Plenty in the Dimension of the self-Management Rate

Based on the table 4, 62.1% of the respondents get the high grade in the rate of the self-management and 33.9% get the average grade and 4.6% get the lowest grade in this dimension by considering the grade between 5 to 25 for answering to the dimension in total, the average value that gained for the self –management is 18.1.

### Comparison the Emotional Intelligence Dimensions.

Table 5 related to the comparison between the emotional effectiveness dimensions in organizations.

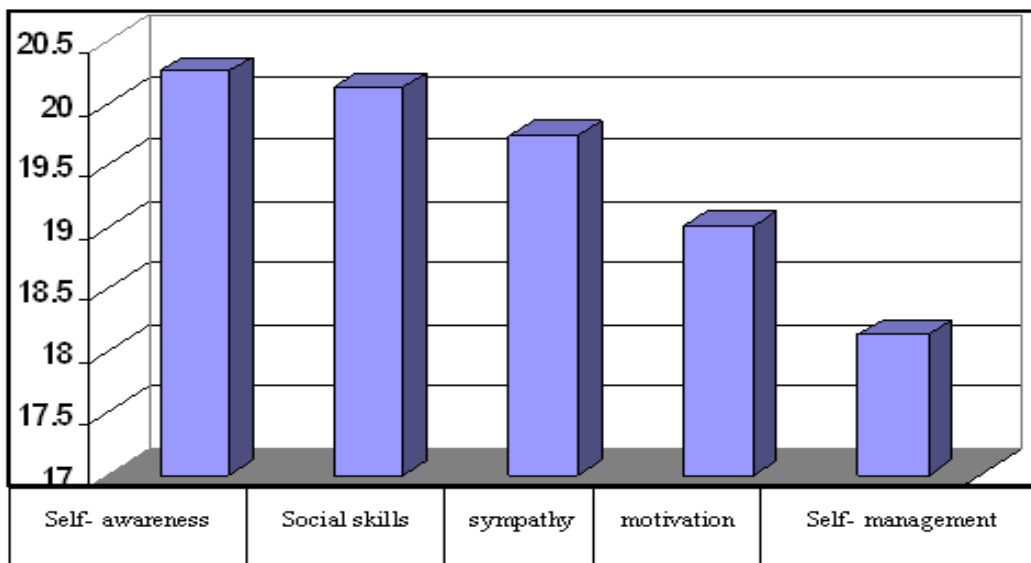
It is clear that, the least value and the most divergence of views pertaining to the self-awareness. Based on the variance analysis test that has done, these divergences, statistically in level is



meaningful about 5%. Figure 2, shows the comparison between the emotional intelligence dimensions.

Criterion deviation	average	
2.72	20.26	Self- awareness
3.29	18.13	Self- management
2.93	19.01	Motivation
2.87	19.74	Sympathy
2.73	20.13	Social skills

**TABLE 5:** Comparison the average and creation deviation of the emotional intelligence samples



**FIGURE 2:** comparison between the emotional intelligence dimensions

### 9.3. Survey the Organizational Effectiveness

Based on the plenty distribution of answering to the questions of the organizational effectiveness questionnaire, that mentioned question "to increase the satisfaction of the client how you can change the problem in your region." And to most disagreement is about this question "How the present prize system encourages you to work better".

To survey the answers in questions related to affective intelligence, the average and the criterion deviation have been calculated. For doing calculation, they gave the number between 1 to 5 the answer.

The most average is for the question "to increase the satisfaction of the client how you can change the problem in your region" and the least value is for the question "How the present prize system encourages you to work better."

The most view agreement relates to this question "How much time your region staff spend to answering the client questions "and" How much is your region Client's satisfaction ". And the least view agreement encourages you to work better. "

Also, 32% of the respondents get the high grade in organizational effectiveness and 64% get the average grade and only 5% get the low grade. By considering the grade between 17 to 85 for answering to this dimension, in total, the gained average value of the organizational effectiveness is 55.74.

The amount of the probability	The amount of F	Average deviation	Free rate	The total squares	source
0.0.0	21.21	19.87	24.00	476.86	Between the groups
		0.94	5,933.00	5,558.89	Inside the groups
			5957	6035.746	Total

TABLE 6: the variance analysis of the questions in emotional intelligence questionnaire

## 10. STATISTICAL UNDERSTANDINGS

### 10.1. Main Hypothesis

The main hypothesis of this research is that, there is a relation between the organizational effectiveness and the emotional intelligence. To survey this hypothesis, we measure the grade of the organizational effectiveness and the emotional intelligence, by using the Lykert evaluation's opinion measure. They used 17 questions for calculate the organizational effectiveness grade and used 25 questions for calculate the emotional intelligence grade in questionnaire.

In fact, we can show this hypothesis statistically by using the correlation test:

The answer to the research hypothesis is negative	$H_0 : \rho = 0$
The answer to the research hypothesis is positive	$H_1 : \rho \neq 0$

In other word:

There is no relation between organizational effectiveness and the emotional intelligence.	$H_0$
There is a relation between organizational effectiveness and the emotional intelligence	$H_1$

Imagine that the grade of the emotional intelligence and the organizational effectiveness are less, we can use the Pierson's correlation ratio test for find the linear relation as the table 7, Pierson's correlation ratio gained in relation to emotional intelligence:

Emotional intelligence	
Pierson's correlation ration	0.3282
The amount of probability	0.000

TABLE 7: the variance analysis of the questions in emotional intelligence questionnaire

### 10.2. Pierson's Correlation Relation to Emotional Intelligence

As showed in the table, the correlation rate between the effectiveness and emotional intelligence is 0.3282. The linear regression between the emotional intelligence and organizational effectiveness showed in figure 3.

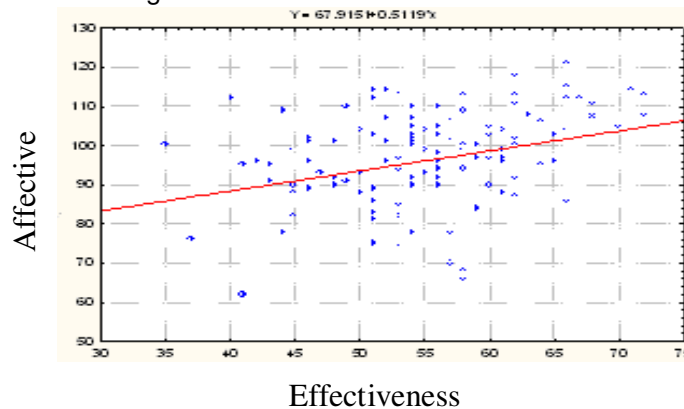


FIGURE 2: the linear regression between the emotional intelligence and organizational effectiveness.

By attention to the amount of the probability and the test level, we can say that, zero hypotheses or this hypothesis that "there is no relation between the effectiveness and emotional intelligence in organization", rejected from the 5% level and we can strongly say that, there is a relation between the organizational effectiveness and the emotional intelligence.

## 11. CONCLUSION

Statistical test was done over 240 managers, assistants, leader and the elders' staff of the 3 parts regions in Rasht. It showed that, there is a meaningful relation between the manager's emotional intelligence and the organizational effectiveness. by this out comes we can get the most important results from the emotional intelligence questionnaire and from the effectiveness questionnaire.

The brief outcomes of the emotional intelligence questionnaire are:

- The most average is for this question: "I have an ability to make an intimate relation with others."
- The least average is for this question: "When I want to do some thing that I don't like, I create a motivation for doing it."
- The most view agreement is for this question: "I'm aware of my internal position change."
- The least view agreement is for the question: "for changing my affective position, I talk to my self."
- 1.87% of the respondents have the high rate of self – awareness.
- 1.62% of the respondents have the high rate of self-management.
- 2.68% of the respondents have the high rate of motivation.
- 80.0% of the respondents have the high rate of sympathy.
- 4.85% of the respondents have the high rate of social skills.
- The least average and the most divergence of view are about self-awareness component.

The brief out comes of the organizational effectiveness questionnaire is:

- The most agreement was about this question: "to increase the satisfaction of the client, how you change your region problem."
- The most disagreement was about this question: "How the present prize system encourages you to work better."
- The most view agreement is mentioned for this question:" How much time you region staff spend to answer to the client."
- The least view divergence was about this question:" How the present prize system encourages you to work better."
- The gained average of the total effectiveness is 55/74. That is over the average.
- The gained outcomes from the research hypothesis test:
- The outcomes of the main hypothesis (the positive and linear relation exist between the people's emotional intelligence and the organizational effectiveness):" We can increase the organizational effectiveness by forting and training the emotional intelligence dimensions in staff."
- The obtained outcomes from the first minor hypothesis (There is a meaning relation between the staff – awareness component and the organizational effectiveness): "show the individual quality of the staff, caused the improvement of the organizational effectiveness for them."
- The obtained outcomes from the second minor hypothesis (there is a manful relation between the staff self- management component and the organizational effectiveness. "For achieving the organizational effectiveness, we need to increase the quality of the managers in order to control and management the stress."
- The obtained out comes from the third minor hypothesis (there is a meaningful relation between the staff motivation component and the organizational effectiveness): "Don't pay attention to the staff welfare caused to decline the organizational effectiveness."
- The obtained outcomes from the forth minor hypothesis (there is a meaningful relation between the staff sympathy component and the organizational effectiveness): "the organizational effectiveness increased, if the managers have a good relationship with their staff."
- The obtained outcomes from the fifth minor hypothesis (there is a meaningful relation between the social skills components and the organizational effectiveness): "Managers need to create a management network within the staff's relation in order to achieve the goals and determine the responsibilities."

## 12. RECOMMENDATION

A suggestion to the organizations managers:

- Rein force the emotional intelligence of the staff by training.
- Pay attention to the emotional intelligence as a selection criterion, when selecting the new staff.
- Measure the emotional intelligence rate of the staff, in period and recognize the weak component.
- Review the responsibilities and the powers for the managers that gained the lowest value in self-management component.
- Review the staff's welfare for the managers that gained the low value in motivation component.
- Suggestion for other researchers:
- In this research, the relation between effectiveness and emotional intelligence was evaluated and we can evaluate this relation with the groups' emotional intelligence.
- New out look in emotional intelligence was planned within the organization, as, "the emotional intelligence of organization 1 that we can substitute the emotional intelligence component by its components. The components of this emotional intelligence described as follow:
- The organizational self-awareness : knowing the weak and power points in an organization, be aware of the emotional currents that present in an organization and use that awareness , for creating a good company that is known by trust , reliable .
- The organizational self-management: survey and manage the organizational emotional in order to help the organization not to hurt it ; the organizations that are intelligence emotionally survey the present emotional currents in order to find the negative method and recognize them.
- The organizational culture, that caused the staff work in best way and provide a chance to improve their qualities and use them in order to improve their position in an organization.
- Sympathy: know and understand the requirement, emotional and worries of the organizations internal and external share holders.
- The organizational social skills: manage the organizational relation by creating and holding the relation within the internal and external share holders.

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