Comparison of the Relationship between Emotional Intelligence and Organizational Cultural Attitudes among Nurses

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Abstract

Introduction: Considering the importance of emotional intelligence and its impact on different spheres of life, including career progression, job satisfaction, work environment and organizational performance, this article has been designed to determine the relationship between emotional intelligence and organizational culture of nurses.

Methods: The research is a descriptive analytical and cross-sectional study which was performed on 168 nurses of Ayatollah Rohani Hospital in Babol using two emotional intelligence questionnaires ($\alpha=0.93$) and Hofstede organizational culture questionnaire ($\alpha=0.73$). Sampling method was simple random. Data were analyzed using descriptive and inferential statistics (Pearson correlation coefficient test).

Findings: There is a direct and significant relationship between emotional intelligence and organizational culture ($r=0.61$); also, there was an inverse and significant relationship between emotional intelligence and male-female cultures ($r=-0.23$); there was no relationship between emotional intelligence and other organizational culture scales, including individualism-collectivism, trust-risk culture, and the culture of the distribution of just-unfriendly power.

Conclusion: Considering the relationship between emotional intelligence and organizational culture in this study, and also the influence of some of the components of emotional intelligence on organizational culture, education of all indicators of emotional intelligence is recommended for the growth and enhancement of individual and professional capabilities of individuals.

Keywords: Emotional Intelligence, Organizational Culture, Nurses

1. Introduction

Emotional intelligence as a form of capacity for the ability to perceive, express, recognize, use and manage the excitement of oneself and others (Mayer & Salovey, 2010), and in terms of Bar-on, the non-cognitive abilities are skills that affect the ability of a successful encounter with the demands, constraints and environmental pressures (Bar-on, 2010). Its features include: understanding your own feelings, using for proper decisions in life, the ability to manage your mood (Taylor et. al., 2010) the use and management of your excitement and others (Mayer et. al., 2011), enjoy happiness and vitality, independence and better performance in work and having success and more in life (Saarni, 2010).

Emotional intelligence has advantages and disadvantages. In this regard, Goleman introduces both individual and organizational dimensions. In the dimension of self-evaluation and self-awareness, lead to recognizing the strengths and areas of progress, increasing the capabilities and social capabilities, the skills of obtaining peace of mind, self-esteem and high motivation. Organizational dimension leads to higher levels of learning, teamwork and greater motivation, less satisfaction and less ethical problems, increased creativity and innovation, better returns and better job performance (Goleman, 2011).

According to Mount et al., emotional intelligence capabilities play an important role in the workplace (Mount et. al., 2012). Robbins believes that today, in order to improve performance in organizations, knowledge about emotions can be used (Robbins, 2012) and this knowledge in the development and job satisfaction (Abraham, 2012) organizational performance, decision-making, motivation, leadership, interpersonal conflicts (Dearborn, 2013); because individuals succeed in paying attention to emotional abilities and in their communications can well understand the feelings of others and respond to them accordingly, and this is the ability to create the appropriate organizational culture and context in the organization, which is a competitive advantage in today's competitive world. It can be said that while the driving force behind the developments of the twentieth century has been intelligence or rational intelligence, according to the evidence at the beginning of the 21st century, emotional intelligence will bring about change. In a study, Stead showed that among the indicators of emotional intelligence, such as evaluation, self-esteem, location, control and emotional stability are among the best job and career predictors (Stead, 2015). Brown in a study found that emotional intelligence for successful leadership is essential and that leaders must have all the features of emotional intelligence including consistency, optimism, empathy, and self-consciousness (Brown, 2014). Studies conducted by Barik and Mount showed that emotional intelligence and behavioral characteristics play a significant role in the stability and job performance (Barrick & Mount, 2010). Barsade and Gibson concluded that intimate and social people who express their feelings are more effective and successful in their careers (Barsade & Gibson, 2010). Megerian and Sosik showed in their studies that managers who have self-awareness (one of the emotional intelligence scales) have more influence on subordinates than those who are not self-aware (Sosik & Megerian, 2010). In a study, Stain and Book concluded that emotional and social skills play an important role in the ability of individuals to acquire jobs that they want. Abraham concluded that there was a significant relationship between emotional intelligence and control with job satisfaction and organizational commitment (Stein & Book, 2011). The results of Mokhtaripour, Siyadat and Amiri's study showed that there is a significant relationship between emotional intelligence and variables such as leadership efficiency, double effort, and effectiveness (Mokhtaripour et. al., 2015). On the other hand, organizational culture is considered as an important and fundamental component in the body of the organization and as a social reality based on the interactions of members of the organization (Smircich, 2010). In other words, organizational culture can be understood as the norms, values, and assumptions that the organization's members share, and in addition to giving a distinct identity to the organization, it ensures the integrity of the employees, and gradually develops certain norms and values and assumptions, although it is a product of organizational life, it also affects behavior. This could have an effect on the organization's performance. Therefore, the type of organization's culture and its relationship with different variables has attracted the attention of researchers in the field of management. Research results

indicate that organizational culture has a significant relationship with creativity and job satisfaction and inversely correlates with burnout (Andriopoulos, 2011).

In this regard, considering the mentioned issues and the role and effect of emotional intelligence and organizational culture on performance, stability, survival and job satisfaction, this study was designed to answer this research question; Is there a relationship between emotional intelligence and organizational culture among nurses in Ayatollah Rohani Hospital in Babol?

2. Methods

The study is descriptive-analytical and cross-sectional. The statistical population of this study was all nurses of Ayatollah Rohani Hospital in Babol in 2017. They were selected by simple random sampling method in 168 subjects. After receiving the referral, the researcher received the statistics and characteristics of the nurses from the hospital statistics department and made simple random sampling. Then, in the office hours, referring to the nurses concerned, they completed the questionnaires individually and in person to complete the sample. The required information was collected through two questionnaires of emotional intelligence and organizational culture of Hofstede (Hofstede et. al., 1990). In this regard, the questionnaire of emotional intelligence consists of 90 questions in 15 scales (problem solving, happiness, independence, stress tolerance, self-flourishing, self-awareness, realism, interpersonal relationships, optimism, self-esteem, shake control, flexibility, accountability, empathy and self-expression). The questionnaire was standardized and its reliability was reported through Cranbach's alpha ($\alpha = 0.87$). The Hofstede cultural organizational questions has 25 closed-answer questions in four dimensions (male-female-femininity; individualism-collectivism; assurance-risk-taking; the distribution of just-unfriendly power) with Cranbach's alpha of 0.73. Descriptive statistics and Pearson correlation coefficient were used to analyze the data using SPSS-18 software.

3. Findings

The following descriptive indexes including mean and standard deviation of emotional intelligence and then organizational culture have been reported:

Problem solving was 22.83 ± 2.08, happiness was 21.5 ± 2.7, independence was 22.38 ± 3.6, stress tolerance 20.27 ± 3.29, self-flourishing was 24.16 ± 3.32, emotional self-awareness was 21.44 ± 3.68, realism was 20.98 ± 3.5, interpersonal relationships were 24 ± 4.2, optimism was 23.15 ± 2.56, self-esteem was 22.56 ± 3.59, shaking control was 20.46 ± 3.89, flexibility was 18.3 ± 3.65, social accountability was 25.33 ± 2.45, 24.15 ± 3.08 and 24.07 ± 4.38 respectively. The results indicate that the highest mean is related to the index of accountability, empathy and interpersonal relationships.

The mean and standard deviation of organizational culture is as follows:

Male-female-femininity was 2.16 ± 0.62; individualism-collectivism was 3.54 ± 0.51; avoiding uncertainty 4.25 ± 0.42 and a power distribution of 3.6 ± 0.37. According to the above results, on the scale of male-female-femininity, the cultural balance; on the scale of the individualism-collectivism, the culture of collectivism; on the scale of reliability-risk taking, the culture of avoiding uncertainty and on the scale of fair-unfair power, the culture of unfair power has been identified.

Table 1. Relationship between emotional intelligence and organizational culture

Variables		Emotional Intelligence
Organizational culture	Correlation Coefficient	0.61
	Significance level	<0.0002

According to Table 1, there is a direct and significant relationship between emotional intelligence and organizational culture.

The results of Table 2 show that there is an inverse relationship between emotional intelligence and male-female-femininity culture, but there is no relation between emotional intelligence and other scales.

Table 2. The Relationship between Emotional Intelligence and Organizational Culture Indicators

Variables		Male-female-femininity	Individualism-collectivism	Reliability-risk taking	Fair-unfair power
Emotional Intelligence	Correlation Coefficient	-0.23	0.016	0.17	0.08
	Significance level	0.001	0.85	0.014	0.22

4. Discussion

In the present study, direct and significant relationship was found between emotional intelligence and organizational culture (Table 1). The result is in line with the results of Moshabaki and Khalili Shojaee's research (2009) (Moshabaki et. al., 2010). It is also consistent with the results of Weihua, Blanche, Martins, Andriopoulos, Ahmadi et al. research on the relationship between organizational culture and creativity (Martins et. al., 2013; Ahmadi et. al., 2011). Emotional intelligence includes a set of abilities that can lead to a person's better living in various aspects of his individual, family, social, educational, and career life. People with these abilities can better communicate in different areas, and have the maximum use of the minimum facilities available. These individuals with high emotional intelligence and having the appropriate competencies and emotional skills that affect their abilities can be achieved by agreeing on the values and beliefs in the organization that is, organizational culture, adaptation to change, coordination in work, and alignment of the goals of the individual in pursuit of organizational goals in the proper manner.

Concerning the effect of emotional intelligence on organizational culture indexes or the opposite of organizational culture on emotional intelligence, four sub-hypotheses suggested in the present study were not approved for hypotheses and three hypotheses were not approved (Table 2). This means that there is an inverse relationship between emotional intelligence and organizational cultural attitudes based on male-female- femininity indices, means, by increasing the emotional intelligence of the staff culture from patriarchy. In the case of the results, a similar study was not found to make the comparison. In explaining this result, one can point out that the role of men and women in the world today is close together and women as an independent and self-employed workforce, women have gone a long way in the economic field and, based on their considerable merits, have taken important positions in various areas of the community; this relationship can be attributed to the incredible qualities and competencies of women; or, in other words, emotional intelligence seems to lead culture toward meritocracy. Also, because more percentage of the research sample was devoted to women, they reflect a different role from the gender perspective in the workplace.

There was no relationship between emotional intelligence and organizational culture attitudes based on the index of individualism-collectivism (Table 2). Obviously, with regard to the characteristics of emotional intelligence, it is believed that, as it grows, the ruling culture of the organization should be a culture of collectivism; particularly in today's organizations where teamwork and group work are of particular importance, employees are likely to be unaware of the commitment and responsibility they face to individual work and the characteristics of the work

environment between the two communication variables. On the other hand, the culture of collectivism in the workplace may not be encouraged and made to work on them in the workplace, as well as limitations or accountability. Therefore, despite the high mean of empathy, social responsibility in the emotional intelligence test, there was no correlation between emotional intelligence and collectivist culture. However, people show their emotions, perspectives, and behaviors based on the feedback and conflict of the environment.

There was no relationship between emotional intelligence and organizational culture index of reliability-risk taking (Table 2). It seems that the result can be due to this, although people with emotional intelligence do not become confused and anxious due to features such as optimism, accountability, realism, problem solving, and high stress tolerance in dealing with obstacles and problems, and by working diligently, they are willing to avoid risks due to their knowledge of organizational structure and characteristics of the work environment, and they are more than likely to accept certain predictable outcomes.

There was no relationship between emotional intelligence and organizational cultural views based on the distribution index of fair-unfriendly power relations (Table 2). Emotional intelligence indicators are such that individuals with emotional intelligence with flexibility as well as centrality of power identify and know well who, how, where and where they should benefit from it. As part of the work they want for others, on the other hand, in organizations and working environments, there is a different definition of power and centrality, and there is little room for maneuver for balanced views. Therefore, employees must come up with a combination of what they are. Accordingly, emotional intelligence with the distribution of power is not associated with a specific time.

5. Conclusion

Considering the results and the effect and impact of the two variables studied in this study, as well as the effect and importance of emotions on individuals' behavior, organizations can work in agreement on the values and beliefs in the organization, that is, the organization's culture, in order to coordinate individual and organizational goals in order to increase the organization's performance. Also, the effectiveness of organizations is not possible without considering emotional intelligence, because the most important asset of organizations is its human resources.

Regarding the characteristics of emotional intelligence, teaching its indicators, especially negative emotions such as anger, anxiety, shake control and tolerance of psychological stress that can be very effective in the organization's work process is recommended.

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