



The Relationship between Emotional Intelligence and Attitudes of Organizational Culture among Managers of Hospitals of Ahvaz Jundishapur University of Medical Sciences: 2019

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ABSTRACT

Background and Objective: Managers play an important role as influential elements in the provision of therapeutic services and increase the function of the organization and its institutionalization. Knowledge about their attitudes and skills in emotional intelligence and organizational culture is very important. Therefore, this study aimed to investigate the relationship between emotional intelligence and attitudes of organizational culture in managers of hospitals affiliated to Ahvaz Jundishapur University of Medical Sciences in 2019. **Materials and Methods:** in this descriptive-analytic cross-sectional method study, the study population included all managers of the teaching hospitals (N=120) of Ahvaz Jundishapur University of Medical Sciences. Data were collected using the Sumo's Emotional Intelligence Questionnaire ($\alpha = 0.93$) and Hofstede's Organizational Culture Questionnaire ($\alpha = 0.73$). Spearman, Mann Whitney, Kruskal-Wallis correlation tests were used to analyze the data in SPSS version 21. **Results:** There was a direct and significant relationship between emotional intelligence and organizational culture ($r = 0.71$); similarly, there was an inverse and significant relationship between emotional intelligence and masculinism-feminism culture ($r = - 0.24$); there was no significant relationship between emotional intelligence and other organizational culture scales, including individualism-collectivism culture, trust-risk culture, and the culture of the distribution of equitable and non-equitable power did not show any significant relationship. **Conclusion:** In teaching hospitals, in order to improve the quality of services, the growth and increase of individual and professional capabilities of individuals considering the relationship between emotional intelligence and organizational culture, as well as the effectiveness and impressionability of some components of emotional intelligence from organizational culture, education of all emotional intelligence indicators are recommended.

Keywords: Emotional Intelligence; Organizational Culture; Hospitals' managers; Ahvaz Jundishapur University of Medical Sciences.

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INTRODUCTION

Emotional intelligence is a group of non-cognitive abilities and skills that increases the ability of a person to succeed in coping with environmental pressures and constraints, and in this regard, an agent that seems to be related to the job stresses of the managers and employees, and one of the paths of resistance and coping with stress is the variable of emotional intelligence [1, 2]. Emotional intelligence is one of the components that can greatly contribute to the relationship between managers and the members of the organization [3].

According to *Goleman*, emotional intelligence consists of inner and outer elements. Internal elements include self-awareness, sense of independence, self-actualization capacity, and decisiveness and exterior elements include interpersonal relationships, ease of empathy, and sense of responsibility [4]. The benefits and merits of emotional intelligence are categorized in the two individual and organizational dimensions, in the individual dimension, it leads to self-assessment and self-awareness, the recognition of strengths and areas of progress, the enhancement of social capabilities and competencies, the skills of obtaining peace of mind, confidence and high motivation. In organizational dimensions, it leads to higher levels of learning, teamwork and greater motivation, dissatisfaction, and less ethical problems increased creativity and innovation, better returns, and better job performance [5].

The culture of the organization is a set of values, beliefs, perceptions, inferences, and the way of thinking and thinking that the members of the organization have a common denominator. The wide dimensions of the organization's culture affect all aspects of the organization's activities. Innovation is one of the important and beneficial aspects of organizations, which is an important factor in the survival of organizations in today's highly competitive environment.

Robbins believes that today, to improve performance in organizations, knowledge about emotions and emotions can be used [6], and this knowledge can help individuals in the development and job satisfaction of organizational performance, decision-making, motivation, leadership, and interpersonal conflict [7]; because individuals succeed in paying attention to emotional abilities and in their communications can

easily understand the emotions and feelings of others and respond to them accordingly, this ability creates an appropriate organizational context and culture, which is considered as a competitive advantage in today's competitive world. It can be said that while the driving force behind twentieth-century developments has been intelligence or rational intelligence, according to the evidence at the beginning of the 21st century, emotional intelligence will bring about change [8]. Therefore, if there is to be an effective change in an organization, the culture of that organization must change. Therefore, managers can take advantage of it as well as resolve existing conflicts, and provide new solutions for the organization and its development [9].

The results of Mokhtaripour et al. showed that there is a significant relationship between emotional intelligence and variables such as leadership efficiency, double endeavor, and effectiveness [10]. On the other hand, organizational culture is considered as an essential component in the body of the organization and as a social reality based on the interactions of members of the organization [11]; in other words, the organizational culture can be understood as the norms, values and assumptions that the organization's members share, and, in addition to incorporating a distinct identity into the organization, leads to the integration of employees, and gradually leads to certain norms and values and assumptions that, although, is the product of organizational life, also affects behavior. Considering the stated content and the effect that emotional intelligence and organizational culture have on performance, stability, survival and job satisfaction of employees and managers [12, 13], and that Ahvaz Jundishapur University of Medical Sciences is considered as one of the country's first-rank universities and some of its hospitals are the Southwest Medical Center [14]. Therefore, this study aimed to investigate the relationship between emotional intelligence and organizational cultural attitudes in managers of hospitals affiliated to Ahvaz Jundishapur University of Medical Sciences in 2019.

MATERIALS AND METHOD

In this descriptive-analytic cross-sectional study, the study population was all 120 managers of the teaching hospitals of Ahvaz Jundisha-

pur University of Medical Sciences, including hospitals like Golestan, safe, Imam Khomeini, Razi, Taleghani, and Abuzar. Respondents included chiefs and administrators of hospitals, managers of all departments, matrons, supervisors as well as the officials of the units of accounting, medical equipment, facilities, CSR, social work, radiology, nutrition, service quality, pharmacy, laboratory, library, staffing, admission, and release.

The instruments for collecting data were two emotional intelligence and organizational culture questionnaires. Sumo's Emotional Intelligence Questionnaire consists of 90 questions in 15 scales (problem-solving, happiness, independence, stress tolerance, self-actualization, emotional self-consciousness, realism, interpersonal relationships, optimism, self-esteem, impulse control, flexibility, accountability, empathy, and self-assertiveness). The aforementioned questionnaire in Ahvaz was standardized and its reliability was reported through the Cronbach alpha of 0.93 [15]. Hofstede's organizational

cultural questionnaire has 25 closed-answer questions in four scales (Masculinism or feminism culture, individualism-collectivism culture, trust-risk culture, and the distribution of equitable and non-equitable power; with Cronbach's alpha of 0.73 [16]. Scoring the emotional intelligence and organizational culture questionnaire based on the Likert scale (I totally disagree: 1, I disagree: 2, I have no idea: 3, I agree: 4, I totally agree: 5). In the interpretation of the results, the average score of between 4 and 5 was considered as appropriate, between 3 and 4 was relatively appropriate, between 2 and 3 was relatively inappropriate, between 1 and 2 was inappropriate.

To analyze the data, Spearman, Mann Whitney, Kruskal-Wallis correlation tests were used in SPSS version 21. In addition, descriptive statistics and mean and standard deviations were used to show the findings.

RESULTS

Table 1. Descriptive indicators, including mean and standard deviation of emotional intelligence

Variable	Problem solving	Happiness	Independence	Stress Tolerance	Self-actualization	Emotional self-awareness	Realism	Interpersonal relationships	Optimism	Self-esteem	Impulse control	Flexibility	Social Responsibility	Sympathy	self-assertiveness
Mean	3.08	3.7	3.6	4.29	3.32	3.68	3.5	3.2	3.54	3.49	4.99	3.53	2.69	3.18	4.68
SD	23.83	22.5	23.38	20.67	23.16	22.44	21.98	24	23.13	22.63	20.36	19.3	25.92	24.01	20.17

The results indicate that the highest mean is related to the index of accountability, empathy, and interpersonal relationships, respectively.

Table 2. Mean and standard deviation of organizational culture

Variable	Mean	SD
Masculinism-feminism	0.72	3.06
Individualism-collectivism	0.61	3.84
Uncertainty avoidance	0.47	4.35
Power distribution	0.67	3.86

According to the above results, on the scale of masculinism-feminism, the balance of culture has been identified; on the scale of individualism-collectivism, culture of collectivism has been identified; on the scale of trust-risk-taking,

the culture of avoiding uncertainty has been identified; and on the equitable and non-equitable power scale, the culture of non-equitable power has been identified.

Table 3. The relationship between emotional intelligence and organizational culture

Variables		Emotional intelligence
Organizational culture	Correlation coefficient	0.71
	Significance level	P<0.0001

According to Table 3, there is a direct and significant relationship between emotional intelligence and organizational culture.

Table 4. The relationship between emotional intelligence and organizational culture indicators

Variables		Masculinism-feminism	Individualism collectivism	Trust-risk taking	Non-equitable power
Emotional Intelligence	Correlation coefficient	-0.24	0.017	0.18	0.09
	Significance level	0.001	0.82	0.015	0.23

The results of Table 4 show that there is an inverse relationship between emotional intelligence and masculinism-feminism culture, but there is no relationship between emotional intelligence and other scales.

DISCUSSION

In the present study, there was a direct and significant relationship between emotional intelligence and organizational culture (Table 3). The result is in line with the results of Moshabaki and Shojaei study [17]. It is also consistent with the study results of Weihua, Blanche, Martins, Andriopoulos, Ahmadi et al. in the context of the relationship between organizational culture and creativity [18-21].

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, by agreeing on the values and beliefs in the organization, that is, organizational culture can achieve an adaptation to change, harmony in work and aligning the person's goals in the right direction for organizational goals.

Regarding the effect of emotional intelligence on organizational culture indices, or vice versa organizational culture on emotional intelligence, out of four hypotheses in the present study, one hypothesis was *accepted* and three hypotheses were rejected (Table 4). This means that there is an inverse relationship between emotional intelligence and organizational cultural attitudes based on masculinism-feminism indices. That is, by increasing the emotional intelligence, employee culture goes away from masculinism. In the case of the results, a similar study was not found to make the comparison. In explaining this result, we can point out that, since today, the role of men and women has become more

closely aligned with each other and women have become an independent and paid workforce in the field of economy and, based on their considerable merits, they have taken important positions in the various fields of the community; this can be attributed to the incredible capabilities and merits 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 attitudes in the organizational culture based on the index of individualism-collectivism (Table 4). It is believed that with regard to the characteristics of emotional intelligence, as it grows, the culture governing the organization should be a collectivism culture; particularly in today's organizations, where teamwork and group work are of particular importance, but employees likely due to their commitment and responsibility to individual work and also characteristics of the work environment, there was no relationship between and the two variables. Therefore, despite the high mean of empathy, social responsibility and..., 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 feedbacks and conflicts of the environment.

There was no relationship between emotional intelligence and organizational culture index of trust-risk (Table 4). It seems that the result may be due to this, although individuals with emotional intelligence do not confused and anxious in dealing with obstacles and problems, due to features such as optimism, accountability, realism, problem solving, and high stress tolerance, and they are trying to do it successfully by working diligently and actively; and because of the knowledge of the organizational structure and the characteristics of the work environment, they tend to avoid risk and more likely to accept

certain predictable outcomes with predictable outcomes.

There was no relationship between emotional intelligence and organizational cultural views based on the distribution index of equitable - non-equitable power relations (Table 4). Emotional intelligence indicators are such that individuals with emotional intelligence, identify flexibly centrality of power and know well who, how much, how, where and where they should benefit from it. As people want to handle part of the affair, on the other hand, there are different definitions of power and centrality in organizations and working environments for others, and there is little room for maneuver for balanced views. Therefore, employees must come up with a combination of what they are. Accordingly, there is not a specific timing relationship between emotional intelligence with the distribution of power.

CONCLUSION

In order to improve the quality of services, the growth and enhancement of individual and professional capabilities of individuals due to the relationship between emotional intelligence and organizational culture, as well as the impact and impressionability of some components of emotional intelligence from organizational culture, education of all indicators of emotional intelligence in university hospitals is suggested. Similarly, the effectiveness and efficiency of organizations are not possible without considering emotional intelligence, because the most important asset of organizations is its human resources.

Recommendations

Considering the characteristics of emotional intelligence, teaching its indicators, especially negative emotions such as anger, worry, anxiety, impulse control and tolerance of psychological stresses that can have a significant impact on the organization's work process is recommended. Furthermore, given the culture of avoiding risk in the organization, and that risk is a process that has changed the course of human history, and today what is as science and technology for human is a synthesis of the spirit of risk, it is necessary that the ruling culture within the organization be such that risk-taking in organizations is encouraged so that managers get the

courage to do new and innovative work that is essential for the survival of the organization.

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