

The Relationship Between Emotional Intelligence and Organizational Health in Esfarayen Industrial Complex (EICO)

¹Mahmood Ghorbani and ²Maryam Ahmadizadeh

¹Department of Management, Bojnourd Branch - Islamic Azad University, Bojnourd, Iran

²Department of Educational Management, Bojnourd Branch - Islamic Azad University, Bojnourd, Iran

Abstract: The purpose is to study the relation between group emotional intelligence and organizational health. Statistical population in this research includes all official and contract employees in the company who had diploma or higher degrees. According to Morgan table, a sample with a volume of 248 persons with a random classing method proportional to volume among 700 employees of this company in 18 working groups has been randomly chosen. The description research method is the correlation kind and instruments are two questionnaires: Bar-On's emotional intelligence and the researcher's organizational health questionnaire, which both were answered by the employees. Inner validity of researcher's questionnaire was 0.85 that shows the concurrence of the questions and the time validity was 0.92 which is decent time validity. The reliability of questionnaire has been confirmed by the experts. Information analyses methods are descriptive statistics and Pearson's momentum correlation factor. The result showed that with a probability of 0.95, there is a relation between group emotional intelligence and organizational health. However it is concluded from the subsidiary result of the research that there is also a relation between interpersonal skills, intrapersonal skills, adoptability and stress control of work groups and organizational health but there is no relation between general mood of the work groups and organizational health.

Key words: Emotional intelligence • Group emotional intelligence • Emotional intelligence components • Group effectiveness • Organizational health.

INTRODUCTION

As every individual has the skills of emotional intelligence, a group of people who are working together as a team, have group emotional intelligence. Group emotional intelligence is the methods of communication between group members, decision making and reaction against other groups in the same organization. This term had been first introduced in the Harvard Business Magazine in 1998. Members of a group, who have higher emotional intelligence, will act positive and effective in hard emotional situations and affect each other positively. In simple words, members of a group with high emotional intelligence will obtain better result and enjoy working with each other more.

In fact group emotional intelligence is not what separates groups with strong operations from groups with weak operations. The group emotional intelligence determines the ability of a team to manage its emotions so

it forms "trust, identity and effectiveness". Therefore it optimizes cooperation, teamwork and efficiency [1].

A team with emotional intelligence has collective empathy skill which is the base of all communication skills. Such team indicates other key teams that help to achieve the success and always tries to make a good relation with those teams. Empathy in a team does not have the meaning of being kind but it means understanding the needs of the system and obviating them so that every one in connection will be more satisfied [2].

Today employees are supposed to have appropriate characteristics and great human skills so they can act effectively in their working groups. Employees' good organizational and citizenship behaviors and developing service orientation are the requirements of achieving organizational goals. In other words to achieve future success, developing and using intrapersonal skills are important [3].

As Sandra Ingikg, an expert in emotional intelligence and human resource science says, the implement of emotional intelligence in team activities to achieve success is not easy. Emotional intelligence increases creativity and productivity. Leaders of significant teams should exactly know how to use these employees.

Vansant Druskat and Steven Wolff in their book "emotional intelligence and team" say: "team leaders should be aware of all three aspects of this chess game, individual emotional intelligence of the members, total emotional intelligence of the team and emotional intelligence of other teams and groups [4].

Our ancestor believed that "a healthy mind is in a healthy body". It seems now that it can be also said about an organization: "a healthy work is in a healthy organization." like human beings, organization health will create a pleasant environment for work and increase the spirit of work to achieve organizational goals. All successful organizations have two things in common: they are fast and healthy [5].

Organization health is a unique concept that lets us have a good prospect of the health of organization. In healthy organizations, employees are responsible, effective and have good spirit and performance [6].

From the Kate Davis point of view, an organization is healthy when employees feel that they are doing an effective job and have the They like to do Sense of personal growth and development a work that is enjoyable and they can get an inner gratification. Success and development can only be obtained when an organization is concern about its healthy environment [7].

Myles has this viewpoint that organizational health is durability and stability of the organization in its condition and adaptability with it and increases and develop its abilities for more adaptability [8].

It can also be said that a healthy organization is an organization with a content and Entrepreneurial system that welfare, physical and mental health, satisfaction and positive motivation of human resources along with the produce and service as the real demand of the costumer, continues increase in quality, reasonable production and profit are some of its advantages [9].

To express the importance of the research it can be said that emotional intelligence is the key factor in creation of a work environment that can help the employees to develop their skills and inspire them to have the best performance. Their enthusiasm will finally improve the performance of the organization [10].

The working world of the future will change. In the working world of the future, from the teamwork point of view, that collaborate, helping others to learn the effective

methods of working in a team and basic skills of emotional intelligence is even more important than today.

As knowledge based services will have more important roles in organizations in future, improvement in cooperation methods and competitions is one of the fundamental ways to enhance the intellectual capital. Not only for their existence but for prosper and development, companies have to improve their group emotional intelligence [11-15].

Doing such researches is important because group and team works has become really essential today and is also the origin of many problems in work, disagreement and incongruity between groups and work teams and lack of efficiency in organizations because of low level of group emotional intelligence. However, according to the characteristics that experts such as Lyden, Kingle, Miles and Heslebian enumerate for healthy organizations, it is concluded that a healthy organization is a kind of organization that its employees have high emotional intelligence. That Is because 5 factor of Bar-On's emotional intelligence description is about people behavior in work environment. This research also helps managers to have a different view of organizational health in an industrial environment.

With regard to this instruction, this research will study the following hypothesis:

Main Hypothesis: There is a relation between group emotional intelligence and organizational health.

Subsidiary Hypothesis: 1- There is a relation between interpersonal skills in workgroups (inner group skills) and organizational health.

- There is a relation between general mood of the workgroup and organizational health.
- There is a relation between stress control of workgroup and organizational health.
- There is a relation between adaptability of workgroup and organizational health.
- There is a relation between interpersonal skills in workgroups (inter group skills) and organizational health.

METHODS

The method that has been used in this research is descriptive study method from the survey kind. For information gathering, the questionnaire survey method is employed. This research is also classified as an applied research.

The statistic population of the research is the employees of the complex. Relative classified sampling method has been used in this research for 18 workgroups. One of the data gathering instrument is Bor-On's questionnaire containing 90 questions to indicate the group emotional intelligence which had been answered by the members of the workgroups in the sample.

According to Bar-On, emotional intelligence includes these measures: Intrapersonal measure: emotional self-awareness, accurate self-assessment, self-confidence, self-actualization, independence. Interpersonal measure: empathy, social responsibility, interpersonal relationship.

Adoptability Measure: problem solving, reality testing, flexibility.

Stress Control Measure: stress tolerance, impulse control.

General Mood Measure: Happiness, optimism.

To obtain the group emotional intelligence, the average emotional intelligence score for each workgroup is calculated and therefore 18 emotional intelligence score is obtained. Answers are in a 5 different degree and scoring is from 5 to 1 and in negative questions is from 1 to 5. The OHI organizational health questionnaire including 44 questions is used to indicate the organizational health of the complex. Workgroups in the sample also answered this questionnaire and for each workgroup the average organizational health score is calculated. Thus 18 organizational health score is obtained for 18 workgroups in the sample.

RESULTS

Main Hypothesis of the Research: there is a relation between group emotional intelligence and organizational health.

To study this hypothesis, the average score for emotional intelligence in each workgroup is calculated employing the questionnaire number 1 (emotional intelligence). Hence 18 group emotional intelligence scores for 18 workgroup is obtained. 18 organizational health scores is also obtained through the questionnaire number 2(organizational health) which is answered by the members of workgroups.

Table1 shows the results for between group emotional intelligence and organizational health.

Table 1:

Pearson correlation factor for organizational health and group emotional intelligence	0.71
Significance level(2-tailed) 0.00	0
Number of the samples 18	

Table 2:

Organizational	health	Intrapersonal skills
Organizational health	1	0.0698
Pearson correlation Sig. (2-tailed)	0	0.001
N	18	18
Intrapersonal skills of workgroups	0.698	1
Pearson correlation Sig. (2-tailed)	0.001	0
N	18	18

According to table 1, in the level of 0.05, the Pierson's correlation test is 2-tailed the Correlation factor is 0.171 that is less than the significance level of 0.05, so with 95% accuracy,

The zero assumption is denied and the hypothesis of the research is confirmed. That means there is A relation between emotional intelligence and organizational health.

Subsidiary Hypothesis N.1: there is a relation between intrapersonal skills of the workgroups and organizational health.

Table 2 shows the result of the Pierson's correlation test between intrapersonal skills of the workgroups and organizational health.

According to table 2 the correlation between scores of intrapersonal skills of the workgroups and organizational health scores is $R=0.698$. However the significance level of 0.001 is calculated that is less than the significance level of the test which is 0.05. So assumption confirmed and because the correlation factor is positive, the relation is a direct relation.

The intrapersonal components of the emotional intelligence are: self-awareness, self- assessment, self-confidence, self-actualization and independence.

Lyden and Klinge (2000) believe that in a healthy organization, employees are supported and encouraged to use their potentials. Heslibian *et al.* (2001) said that one of a healthy organization characteristic is that in these organizations innovation and creativity is obviously supported.

Dalberg believes that a healthy organization gives its employees freedom as much as it can.

Freedom in using personal capacities for getting the best result is one of the main factors in achieving job satisfaction.

Table 3:

Organizational	health	General mood
Organizational health	1	0.413
Pearson correlation Sig. (2-tailed)	0	0.099
N	18	18
General mood of workgroups	0.413	1
Pearson correlation Sig. (2-tailed)	0.099	0
N	18	18

Table 4:

Organizational	health	Stress control
Organizational health	1	0.598
Pearson correlation Sig. (2-tailed)	0	0.009
N	18	18
Stress control of workgroup	0.598	1
Pearson correlation Sig. (2-tailed)	0.009	0
N	18	18

Subsidiary Hypothesis No. 2: There is a relation between general mood of the workgroup and organizational health.

Table 3 shows the result of the Pierson's correlation test between general mood of the workgroups and organizational health.

According to table 3, $R=0.413$. Because significance level is 0.099 and is larger than the significant level of the test which is 0.05, so assumption zero is confirmed.

Hence it can be calculated that there is no relation between general mood of the workgroup and organizational health.

Subsidiary Hypothesis No. 3: There is a relation between stress control of the workgroup and organizational health.

Table 4 shows the result of the Pierson's correlation test between stress control of the workgroups and organizational health.

According to table 2 the correlation between scores of stress control of the workgroups and organizational health scores is $R=0.598$. However the significance level of 0.009 is calculated that is 5% less than the significance level of the test. Thus there is no relation between stress control of the workgroup and organizational health.

Jones Deborah in his paper, "Creation of a healthy work environment culture, the best way to attract and carry on with employees", has concluded that if the stress management programs are to be successful, managers should deal with it from the cultural perspective. In this way the effect of the stress management programs on organizational health will be much more than before. Fisher (2008) admits that stress in work environment has destructive effect on employees' mental health and efficiency. To achieve a healthy organization; managers should employ stress management and control programs in work environments.

Table 5:

Organizational	health	Adoptability
Organizational health	1	0.675
Pearson correlation Sig. (2-tailed)	0	0.002
N	18	18
Adoptability of workgroup	0.675	1
Pearson correlation Sig. (2-tailed)	0.002	0
N	18	18

Table 6:

Interpersonal	health	Organizational skills
Organizational health	1	0.829
Pearson correlation Sig. (2-tailed)	0	0.000
N	18	18
Interpersonal skills of workgroup	0.829	1
Pearson correlation Sig. (2-tailed)	0.000	0
N	18	18

Subsidiary Hypothesis No. 4: There is a relation between adoptability of the workgroup and organizational health.

Table 5 shows the result of the Pierson's correlation test between adoptability of the workgroups and organizational health.

According to the table the correlation between scores of adoptability of the workgroups and organizational health scores is $R=0.675$. The significance level is 0.002 that is less than the significance level of the test which is 0.05.

Thus there is a relation between adoptability of the workgroup and organizational health.

The components of adoptability are: problem solving, reality testing and flexibility.

Hoy (1990) believes that an organization is healthy that has a realistic image of itself and its situation, is flexible and can use its resources to overcome any problems.

Miles (1965) names adoptability and acceptability as the two of the most important factors in organizational health. Bennis and shein (2002) in their research entitled "study of relation between organizational health and effectiveness of a system", consider organizations as problem solving, adoptive and incentive structures [Jahed 2005]

Subsidiary Hypothesis No.5: There is a relation between intrapersonal skills of the workgroup (intergroup skills) and organizational health.

Table 6 shows the result of the Pierson's correlation test between intrapersonal of the workgroups and organizational health.

According to the table the correlation between scores of interpersonal skills of the workgroups and organizational health scores in the level of 0.05 is 0.82.

The significance level is less than 0.05 so it can be calculated that is a relation between interpersonal skills of the workgroup and organizational health.

The components of interpersonal skills are: empathy, social responsibility and interpersonal relationship.

Heslebin (2000) believes that one of the characteristics of a healthy organization is that in all complex relationships are approving and appreciative.

Lynden and Klinge believe that one of the aspects of organizational health is relationship, they say: "in a healthy organization, relationship between employees and also between employees and their managers should be intimate and such relationship should be in all organization. In healthy organization face to face talks should be as important as files and documentaries."

About organization health, they also write: "responsible and reliable employees with high moral and warm relationships are what supervisors will see in a healthy organization. This is a place where people like to work in and they are proud of it. They feel that they are useful and efficacious." [16-20].

Alagheband (1999) suggests that there is a relation between organizational health and Employees' responsibility for the organization. A healthy organization has more responsible Employees who are effective and have high moral and good performance.

Patel carried out a research to study the relation between organization health and Organizational responsibility among the industrial workers. The results confirmed a positive and significance relation between organizational health and organizational responsibility. Moreover 50 skilled workers, who thought their organization is healthy, showed more organizational responsibility than other workers or employees [8].

CONCLUSIONS

According to the correlation factor between group emotional intelligence and organizational health, it can be concluded that there is a relation between group emotional intelligence and organizational health which is in agreement with the research of Nazem and Bokani (2006), Yamini *et al.* (2001), Rogers (2005), Dainty and Anderson (1990), Zare (2000) and Briody (2005) [21-24].

In other words, it can be said that as the group emotional intelligences of the workgroups increases, the organizational health level elevates.

Since emotional is learnable and can be increased, managers should raise their teams and work groups' emotional intelligence through emotional intelligent teaching programs.

Making the organization healthy is the most important matter in an organization and the only one who can restore the health of an organization is its leader or manager. A manager should be only concern about the organization health because that is the only way to gain valuable results for an organization.

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