

The Relationship between Emotional Intelligence and Employees' Performance Regarding the Mediating Role of Innovative Organizational Culture in Sport and Youth Departments of Golestan Province

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ABSTRACT: The purpose of this study was to investigate the relationship between emotional intelligence and employee performance with mediating role of an innovative organizational culture in sports and youth departments of Golestan province. The research method was descriptive – survey. The statistical population in this research is all employees of sport and youth departments of Golestan province. The sample size is 102. Sampling method was random. We used a standard questionnaire to collect data. Its validity and reliability were confirmed. Data analysis was performed using Structural Equation and LISREL software. The results indicate that there are significant relationships between emotional intelligence and employee's performance and between emotional intelligence and innovative organizational culture. There is also a significant relationship between innovative organizational culture and employee's performance and the mediating role of innovative organizational culture was confirmed.

Keywords: Emotional Intelligence, Employee's Performance, Innovative Organizational Culture and Sports and Youth Departments of Golestan Province.

INTRODUCTION

Human resource is the most important factor in productivity of an organization, and officials have to pay attention to staff training (Iranzadeh et al., 2014). To survive in today's competitive business world, organizations need qualified executives and employees, and they should keep those employees in the organization. Also, a successful manager needs emotional abilities to reach a higher level, in addition to cognitive intelligence. One of the implications of human resource development is emotional intelligence of employees. In the past, IQ was considered as a measure to assess the intelligence and ability to learn, but today it has been found that many people who had high scores in IQ tests did not succeed in family and work environments, while those with low scores in terms of intelligence, they were more successful and more consistent in the workplace. The reason for this has been attributed to emotional intelligence (Shahhosseini , 2012; Darvish et al., 2014).

In addition to emotional intelligence, another important point is that organizations are seeking to innovate and develop their products and services in order to compete with other organizations. To do this, managers with a higher emotional intelligence should create an innovative organizational culture approach in their organization and ensure

that all employees follow this approach (Deal, 1982; Altındağ & Köseadağı, 2015). In order to be successful and happy in private and professional life, it has been seen that cognitive intelligence is not enough and this indicates the importance of the concept of emotional intelligence. Moreover, today, the company can will survive and compete with other companies if it seeks innovation. This can be a source of encouragement and support for innovation by the staff. At this stage, it is very important for organizations to create innovative culture (Altındağ & Köseadağı, 2015).

The meaningfulness of personal and working life is considered to be strategic plans of effective organizations. Significance in life does not just refer to the concept of life, but also a deep insight of it, and makes life from all dimensions revisited and viewed. Understanding the meaning of life is not achieved through emotional and rational intelligence, and it requires the use of intelligence beyond the two intelligences that such intelligence is called spiritual intelligence. This intelligence can be used not only in complex problems, but can be used in solving the most complex issues of value and significance that even the most powerful applications are not able to solve them. The main goal of this research is to identify more spiritual intelligence and to use as much as possible in the area of individual, group and organizational issues, and its role in enhancing the occupational performance of employees (Altındağ & Köseadağı, 2015).

In this research, we will examine whether there is a significant relationship between emotional intelligence and employee's performance considering the mediating role of innovative organizational culture in sport and youth departments of Golestan province.

METHODOLOGY

The research method was descriptive – correlational. The statistical population in this research is all employees of sport and youth departments of Golestan province, which its number is 130 people. A stratified random sampling method was used for sampling. The sample size based on the Morgan table formula is 97 people. To ensure the return of the questionnaires, 10 percent ore then original number of questionnaires were distributed. Out of 107 distributed questionnaires, 102 questionnaires were entered into the analysis stage. In the present study, independent variables are emotional intelligence and innovative organizational culture and dependent variable in the research, is employee's performance. The Response scale is a 5-point Likert. To confirm its validity, a copy was given to the professors. Then some of the questions that were heavy, vague or unrelated to the subject, spatial and statistical society were removed from the questionnaire and some questions and clauses were included in a more expressive and better manner. To determine its reliability, Cronbach's alpha method was used. The results showed that the questionnaire had a good reliability (Table 1).

Table 1. Cronbach's alpha.

Variables	Cronbach's alpha	Number of questions
Emotional intelligence	0.78	5
Innovative organizational culture	0.79	3
Employee's performance	0.78	4
Total	0.79	12

The conceptual model of the relationship between research variables was as follows (Fig. 1). For data analysis, structural equation model was used. In all analyzes, $p \leq 0.05$ was considered.

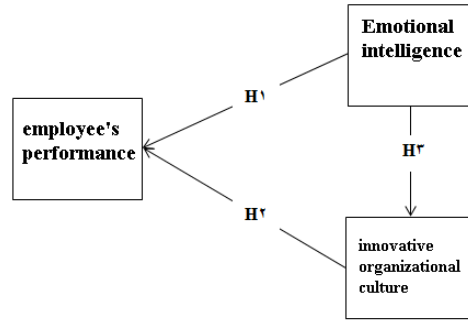


Figure 1. Conceptual model of the research.

RESULTS

To ensure the data is appropriate, the Bartlett test is used to determine that the matrix of correlations that is the basis of the analysis is not zero in the population. In other words, using the Bartlett test, we can ensure the sampling is sufficient. The results shown in Table 2 show that the correlations between the data are suitable for factor analysis and sampling adequacy, so a factor analysis can be done.

Table 2. KMO and Bartlett.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.844
Bartlett's Test of Sphericity	Approx. Chi-Square	7110.790
	Df	66
	Sig.	0.000

Given the KMO number (greater than 0.7) and the significance number of Bartlett test (Sig<0.05) it can be said that the data is suitable for performing factor analysis and has the required conditions.

The results of the evaluation of the goodness of fit of the structural model of research, shown in Table 3, indicate the fit of the model, since the amount less than RMSEA 0.08 represents a reasonable fit for the structural model. Also, the values of CFI, GFI, AGFI, NFI, NNFI are all above 0.9.

Table 3. The research results of the investigation of structural model goodness of fit.

Fitness index	Accepted domain	Value	Result
$\frac{\chi^2}{df}$ (The ratio of chi-two degrees of freedom)	3>	2.44	Suitable
CFI (Comparative fit index)	>0.9	0.81	Suitable
GFI (Fitness index)	>0.9	0.70	Suitable
AGFI (Fitness deflator)	>0.9	0.54	Suitable
NFI (Soft index of fitness)	>0.9	0.81	Suitable
NNFI	>0.9	0.79	Suitable
RMSEA	<0.08	0.20	Suitable

Path analysis was used to investigate the relationship between research variables.

Hypothesis 1. There is a significant relationship between emotional intelligence and employee's performance.

According to Table 4, the path coefficient of the relationship between emotional intelligence and employee's performance is 0.37. The t-statistic for this coefficient is also 3.76 and its value is above the meaningful threshold, 1.96. Therefore, the first hypothesis of this research is confirmed.

Hypothesis 2 There is a significant relationship between innovative organizational culture and employee's performance.

According to Table 4, the path coefficient of the relationship between innovative organizational culture and employee performance is 0.65. The t-statistic for this coefficient is also 5.62. Therefore, the second hypothesis of this research is confirmed.

Hypothesis 3. There is a significant relationship between emotional intelligence and innovative organizational culture.

According to Table 4, the path coefficient of the relationship between emotional intelligence and innovative organizational culture is 0.63. The t-statistics for this coefficient is also 5.16, so the third hypothesis of this research is confirmed.

Hypothesis 4. There is a significant relationship between emotional intelligence and employee’s performance with the mediating role of innovative organizational culture.

According to Table 5, the direct path coefficient of the relationship between emotional intelligence and employee performance is 0.37. The indirect path coefficient is 0.41. As the indirect effect is more than direct effect, the role of the mediating role of innovative organizational culture is proven in this hypothesis. Therefore, the fourth hypothesis of this research is confirmed.

Table 4. Results of direct relationship and significance coefficients of model hypotheses.

Path	Sign	Path coefficient	Significance	Test result
Emotional intelligence --- employee’s performance	EI – EP	0.37	3.76	Confirmed
Innovative organizational culture --- employee’s performance	CC – EP	0.65	5.62	Confirmed
Emotional intelligence --- innovative organizational culture	EI – CC	0.63	5.16	Confirmed

Table 5. The indirect relationship between variables in the main model of the research.

Indirect path	Direct path coefficient	indirect path coefficient	Test result
Emotional intelligence – innovative organizational culture – employee’s performance	0.37	$0.63 * 0.65 = 0.41$	Mediating role is confirmed

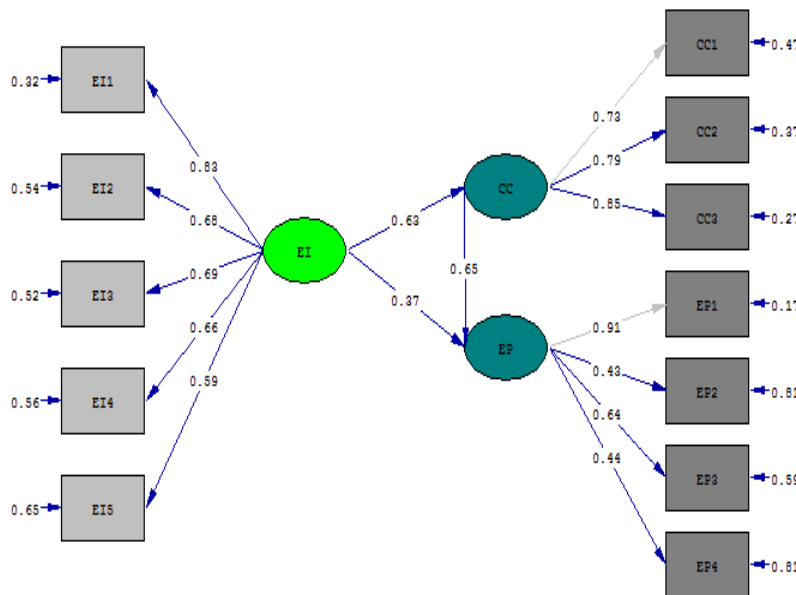


Figure 2. Structural research model in standard mode.

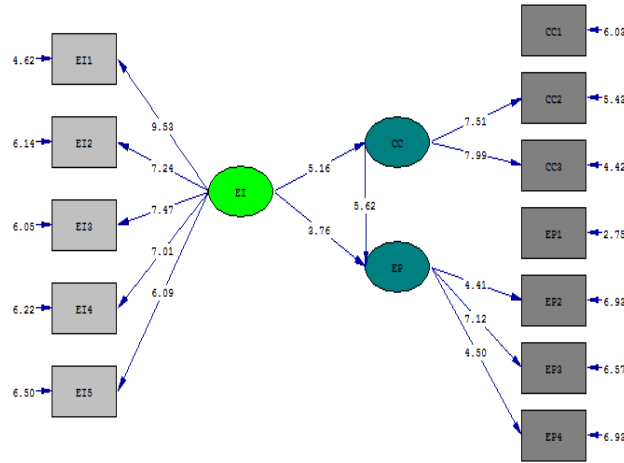


Figure 3. Structural model of the research in significance mode.

DISCUSSION AND CONCLUSION

In this study, we aimed to investigate the relationship between emotional intelligence and employee's performance with the mediating role of innovative organizational culture in sport and youth departments of Golestan province. The results of this study showed that there is a significant relationship between emotional intelligence and the performance of employees of youth sport departments in Golestan province. The result of this hypothesis is consistent with the research carried out by Altındağ and Köseadağı (2015). If the organization expects a high level of performance of its employees, it is important to be more careful about selecting people with high emotional intelligence at the time of hiring people. At the same time holding different educational courses for improving the emotional intelligence of individuals, it is also important to pay attention to the degree of compatibility of people with their organization environment. These programs can include empathy education and communication, how to overcome controversy, stress management, self-management, and so on, to help increase employee's performance.

There was a significant relationship between innovative organizational culture and employee's performance, which was also consistent with research by Raissie et al (2010) and Altındağ and Köseadağı (2015). In this regard, it is proposed to create an appropriate environment for human resources and financial support, and to give rewards to those who offer innovative ideas to the organization. Because it encourages them and strengthens the flow of thought, ideas, creativity and innovation in the organization.

Also, the relationship between emotional intelligence and innovative organizational culture was significant. This hypothesis also coincided with the research conducted by Darvish et al (2014) and Altındağ and Köseadağı (2015). Managers need to strengthen the employee's sense of self-awareness and develop mechanisms for a deeper understanding of employees' emotions, strengths and weaknesses, their needs and motivations to achieve an innovative organizational culture. In this case, the internal control center strengthens people's sense of talent and values and transfers it to people, so that employees feel that the organization is part of their identity.

Finally, there was a significant relationship between emotional intelligence and employee performance with the mediating role of innovative organizational culture. This hypothesis was not consistent with any research carried out. In this regard, the managers of the organization can increase the level of their emotional intelligence to create an organizational culture with the characteristics of creativity and innovation, risk management, team orientation and the attention to the employees at the high level in the organization, in this way, the necessary conditions for improving the performance is created.

Altındağ and Köseadağı conducted a research on emotional development in improving the satisfaction and occupational performance of staff in higher education institutions of Shiraz University. The results of their research showed that emotional intelligence of employees is a positive and significant predictor of employee satisfaction and also a positive and significant predictor of the performance of employees. Also, Altındağ and Köseadağı (2015) investigated the relationship between managers' emotional intelligence and innovative organizational culture with employee's performance. The results of their research showed that there is a significant relationship between emotional intelligence, innovative organizational culture and employee's performance. Therefore, it can be said that

for an enterprise, creating an innovative organizational culture and managers with a high level of emotional intelligence is necessary to increase the performance of employees in the workplace. Raissie and colleagues (2010) conducted a research on organizational culture of public and private hospitals and their relationship with the performance of the employees. The findings of this research show that there was a significant relationship between organizational culture and employee's performance in Shahid Modarres and Laleh public hospitals. Also, there was a significant difference between the organizational cultures of the hospitals. Finally, there was a significant difference in the employee's performance of these hospitals in terms of quality, discipline and accountability components. The results of Darvish and his colleagues in 2014 showed that emotional intelligence has a direct and significant relationship with organizational performance and organizational culture in the faculties of Shahid Beheshti University of Medical Sciences.

Conflict of interest

The authors declare no conflict of interest

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