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## Studying the Relationship between Organizational Health and Emotional Intelligence in Medical Universities of Kerman Province

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**Abstract:** The present study aimed to investigate the relationship between organizational health and emotional intelligence in medical universities of Kerman Province. The research method is mixed-exploratory method and in terms of purpose, the research is developmental-applied which has collected data through field research. Its statistical population includes all employees of medical universities in Kerman province which are 17928 individuals that 1524 people were selected as the sample size through stratified random sampling method using Cochran's formula. Researcher-made questionnaires of organizational health and emotional intelligence were used to collect research data. Their validity was confirmed by university professors and experts and their reliability was calculated using Cronbach's alpha coefficient which was 0.706 and 0.756, respectively. The results of applying software output path analysis patterns showed the good fit of structural equation model. The results of testing the hypotheses by structural equation modeling showed that there is a direct and significant relationship between organizational health and emotional intelligence in medical universities of Kerman Province, and among the organizational health aspects, technical, administrative, and institutional levels had the most relationship with the emotional intelligence, respectively. Overall, the results indicate a significant relationship between organizational health and its dimensions with emotional intelligence. Therefore, in order to have healthy and confident people in the workplace, universities should consider emotional intelligence skills which are necessary to enjoy organizational health.

**Keywords:** Organizational Health, Emotional Intelligence, Health, Emotion, Intelligence

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### INTRODUCTION

With the expansion of the concepts of organizations, the organization is considered as an open system and is likened to a living being with a coordinated system. This progressive process in the concept of organization has caused the organization to be considered as a living entity that has an identity independent of its members, in such a way that it can even influence its employees behavior through a new identity and due to the conditions and principles that govern it. When a coherent and independent identity is attributed to the organization, the process of thinking goes to the point that the personality and identity can have organizational health or morbidity (Shabani et al., 2015). With regard to the studies on being average of universities' organizational health and the distance from the desired level (Jalalia et al., 2016)), research about the university and improving its conditions has been considered seriously by the planners and social officials. It is obvious that in the meantime, improving the management situation and reforming organizational structures have more priority and necessity due to the direct and indirect effects they have on the quantity and quality of academic activities (Ghahramani et al., 2012). It is important is to know that the main managers of organizations are humans (Danaeifar et al., 2016) and it is these people who give life to the soulless body of organizations and practically enable the realization of goals (Ferdowsi et al., 2012). Organizational health is one of the subsets of the health system (Nikpei & Yousefvand, 2015). Organizational health is one of the important issues of society and organizations (Azimi & Fallahi, 2019). According to researchers and experts, organizational health guarantees the organization's survival in the environment, which must be applied at all levels of technical, executive and

institutional organization (Marzooqi et al., 2017). (Heydari et al., 2015) believe that organizational health is a new concept that includes the ability of an organization to do its job effectively, which leads to its growth and improvement. A healthy organization is a place where people want to stay and work and be useful and effective. According to Clark, a healthy organization is both innovative and adaptable (Eslami Fard & Ranjbarian, 2015), has a high capacity to withstand internal and external crises and is able to move to new levels of activity (Habibi et al., 2017). Emotions, on the other hand, cover a large part of our lives. The direct and indirect presence of emotions can be seen in the peaks of reasoning, rationality and rational arguments. Ignorance of emotions, their lack of management and carelessness and negligence in expressing them can cause huge costs for human beings (Najarpour Ostadi & Taghizadeh, 2012). Emotional intelligence is a subject that describes the state of emotions and feelings in human ability. Employees who have high emotional intelligence are effective employees who have accepted the goals of the organization with enthusiasm and commitment and try to prove these goals with satisfaction (Khanifar et al., 2012). Emotional intelligence is the latest development in understanding the relationship between reason and emotion and it is called as the trigger of a great revolution in the promotion of mental health. In fact, the concept of emotional intelligence is a multifactorial domain of social skills and competencies that affect a person's ability to recognize and manage emotion, problem solving and adaptation and effectively adapts the individual with the needs, pressures and challenges of life (Ghanaatian & Fani, 2015). Emotional intelligence is the most common element that influences the various methods that people use to improve their lives, jobs and social skills. It helps to manage frustrations, controls one's emotions, and helps one to agree more with others. Finally, it can be said that it is emotional intelligence that dictates a person's ways of interacting with others and understanding emotions. Thus, emotional intelligence will be of great importance to managers and business leaders, because if they are inattentive to the situation of their employees or team, it will lead to frustration in their employees and therefore they will not be the best in their jobs (Korkmaza, 2009). If universities want to grow, develop and prosper, managers must carefully examine their own performance and the others, because by recognizing the indicators of organizational health and using the power of people's minds and intelligence and relying on them, managers can try to develop and maintain deep relationships and take steps to improve the organization as best as possible (Zahraei & Rajaipour, 2011). Discussion on organizational health and the influential factors, including emotional intelligence can have a positive effect on improving the situation and thus the efficiency and effectiveness of the organization, and this highlights the importance of these issues and attention to them. Therefore, in order to have healthy and confident people in the workplace, organizations must consider emotional intelligence skills, which are necessary for the ability to enjoy organizational health. In fact, in this study, an attempt has been made to investigate the relationship between organizational health and emotional intelligence in medical universities of Kerman province.

### **Theoretical Framework of Research**

Organizational health is a theoretical framework and a useful tool for analyzing, understanding and changing the work environment of the organization (Farmitani & Zarei, 2013). (Rezapour Mirsalehi, 2016), based on the World Health Organization's definition of health offers an interesting definition of organizational health. He defines the health of the organization in three dimensions of physical, mental and social (Tofighi & Chaghary, 2011). Thus, the World Health Organization identifies health as a key factor in international socio-economic development (Cartwright & Cooper, 2009). In fact, the health of an organization has a significant impact on the target system physically and mentally, and also has a significant impact on safety, dependency, capability growth and performance of tasks assigned by their systems (Heidari Kamarroudi et al., 2016). (Hari et al., 2014) defines organizational health as the effectiveness of an organization in responding to changing conditions of business. Maintaining a "healthy" environment is the dream of every organization. Organizational health is a concept that reflects the effectiveness of an organization in different business environments and how the organization responds to "changes in different situations" (Hari et al., 2014). (Tuan Luu, 2013), quoting "Kate Davis", introduces a healthy organization as an organization in which employees feel they are doing something useful and achieve a sense of personal growth and development. Organizational health is defined as the ability of an organization to successfully adapt to its environment, create collaboration between its members and achieve its goals (Zare et al., 2015). In particular, organizational health is considered as a concept that studies the well-being of employees and the effectiveness of the organization. According to another approach, organizational health is defined in relation to employee health and well-being. In fact, organizational health plays an important role in the behavioral effectiveness of any system in terms of physical, mental, security, belonging, and meritocracy, valuing the knowledge, expertise and personality of stakeholders, developing their capabilities and performing tasks by their subsystems. Hui and Fieldman examined organizational health in seven dimensions. These seven dimensions are (Yücel et al., 2013), scientific emphasis, morale, resource support, construction, consideration, manager's influence, and institutional unity (Heidari Kamarroudi et al., 2016). Levels and dimensions of organizational health from Lowe's perspective (2010) include inclusive leadership, positive culture, capable employees, sustainable success and a vibrant work environment. (Supriadi, 2017) first introduced emotional intelligence as a type of human intelligence that is different from general

intelligence. According to their theories, emotional intelligence means that a person has the ability to control his/her emotions and others and can distinguish between them, and the person uses this information to guide his/her actions. In their subsequent research (Bahramian & Saeidian, 2013), they developed a model and defined emotional intelligence as the ability to understand, evaluate, and express one's emotions correctly (Farahbakhsh, 2012). Emotional intelligence affects a person's abilities and therefore helps him to arouse, control and adjust relationships with others. It is a set of abilities and capacities to understand, express, recognize, apply and manage the emotions of oneself and others. To have emotional intelligence, one must have the maximum skill of processing emotional data (Supriadi, 2017). Emotional intelligence is the management of the emotions of oneself and others that includes awareness and order and flexibility in design, innovation in thinking, motivation and attention and the ability to policy making Emotional intelligence is the management of one's own and others' emotions which includes awareness, order and flexibility in design, innovation in thinking, motivation and attention and the ability to policy (Lindebaum D. (2012). (Mohamad & Jais, 2016) defined emotional intelligence as the ability to process emotional information accurately and effectively. Emotional intelligence is also defined as the ability to recognize the emotions of oneself and others, to be motivated to manage one's emotions and relationships and promotes positive feelings and emotions among group members. This leads to an increase in participation, collaboration and improvement of performance. Emotional intelligence is defined as the ability of emotions and their relationships to recognize meanings, reasoning, and problem-solving based on them, which includes a set of abilities and capacity for perception, expressing, recognizing, applying, and managing the emotions of oneself and others (García Sancho et al., 2014). (Dehghani et al., 2014) measure emotional intelligence through four dimensions called self-perception of oneself and others, control of emotion, social skills and optimism. (Supriadi, 2017) defined emotional intelligence in the form of four abilities, which are: the ability to understand emotions, the ability to use emotions to help thinking, the ability to understand, and the ability to manage emotions.

Golman believes that in order to overcome the challenges, the components of emotional intelligence including self-awareness, self-management, social awareness and communication control must be increased. According to (Farahbakhsh, 2012), emotional intelligence is a form of intelligence that refers to differences in individuals in recognizing emotions, motivation and control of emotions in the field of individual and social relationships.

## **Research Method**

The present research method is mixed-exploratory research and in terms of purpose is development-applied research that has collected data through field research. The nature of the method is library and survey. The statistical population included all employees in Medical universities of Kerman Province. These people included all employees working in Kerman, Rafsanjan, Jiroft and Bam Universities of Medical Sciences which were 17928 individuals. Although 384 samples can be selected as the sample size using the broad community law, the more the samples, the more precise the results. Thus, using the cluster random sampling method and based on Cochran's formula and the initial sample, 1524 people were examined. The research data were collected with two researcher-made questionnaires as follows:

### **A: Organizational Health Questionnaire**

In this study, a researcher-made questionnaire which is a combination of Organizational Health Scale of Hoy and Feldman (1996) and Graham Lowe (2010) was used to measure the organizational health variable. In this questionnaire, 57 items were adjusted based on five-point Likert scale. This questionnaire evaluated the organizational health through 3 institutional, administrative and technical dimensions with 12 components of institutional unity (questions 1-4); inspirational staff (questions 5-9); positive culture (questions 10-14); consideration (questions 15-18); construction (questions 19-23); resource support (questions 24-26); manager influence (questions 27-31); inclusive leadership (questions 32-35); sustainable Success (questions 36-38); spirit (questions 39-44); scientific emphasis (questions 45-52); refreshing work environment (questions 53-57). The reliability of this questionnaire was obtained based on Cronbach's alpha coefficient as 0.706. Confirmatory factor analysis method was used to evaluate the validity of the whole dimensions and its components that the indicators of GFI= 0.972, AGFI=0.937 (Adjusted Goodness of Fit Index), CMIN/df=1.951 (Chi-square) and RMSEA=0.050 (Root Mean Square Error of Approximation) indicate the appropriate validity of this questionnaire for measuring organizational health.

### **B. Emotional Intelligence Questionnaire**

In this study, to measure the emotional intelligence variable, a researcher-made questionnaire was used which is a combination of standard emotional intelligence scale of Mayer and Salovey (1998) and Petrides and Furnham. In this questionnaire, 36 items was adjusted based on the five-point Likert scale, and this variable was evaluated with 36 items through its components including awareness (questions 1-9); Facilitation (questions 10-14); cognition (questions 15-19); control (questions 20-25); social skills (questions 26-31) and optimism (questions 32-36). The reliability of this questionnaire was obtained based on Cronbach's alpha coefficient as 0.756. Confirmatory factor analysis method was used to evaluate the validity of all its components. The indicators of GFI = 0.990 (Goodness of Fit Index), AGFI = 0.971 (Adjusted Goodness of Fit Index), CMIN/df = 1.571 (Chi-

square) and RMSEA = 0.039 (Root Mean Square Error of Approximation) indicate the appropriate validity of this questionnaire for measuring emotional intelligence.

The standard factor loadings and t and P values of dimensions and measurement patterns are given in (Table 1).

**Table 1. Standard Factor Loading and t and P Values of Organizational Health and Emotional Intelligence Factors**

The study relationship	standardized factor loading	t value	P value
Organizational health→ institutional level	0.84	4.270	<0.001
Organizational health→ technical level	0.33	1.653	0.098
Organizational health→ administrative level	1.21	9.109	<0.001
Emotional intelligence→ awareness	0.64	7.429	<0.001
Emotional intelligence→ facilitation	0.51	6.109	<0.001
Emotional intelligence→ cognition	0.56	6.325	<0.001
Emotional intelligence→ control	0.38	5.113	<0.001
Emotional intelligence→ social skills	0.35	4.688	<0.001
Emotional intelligence→ optimism	0.21	3.079	<0.001

The results of this table show that values of factor loadings as well as the explained variance of factor loadings are appropriate in each of the dimensions and components. In order to analyze the research data using descriptive statistics (frequency distribution tables, descriptive diagrams and central indicators and dispersion such as mean, standard deviation and...) and inferential statistics (normality test, correlation coefficient and its significance test, factor analysis and structural equations, etc.), Microsoft Excel 2013 software and IBM Spss 22, IBM Amos 24 and Minitab 17 are used at a significant level of 5%.

### Research Findings

One of the important presuppositions for examining research hypotheses in statistical tests is to examine the distribution of data. To test the hypothesis of normality of model variables in modeling structural equations, skewness and kurtosis criteria were used which can be concluded if the range of kurtosis changes in variables is between (-7,7) and the range of skewness changes is between (-2,2), model variables follow a normal distribution. Therefore, in (Table 2), descriptive indicates of variables including mean, standard deviation, skewness and kurtosis are presented.

**Table 2. The Skewness and Kurtosis values of the Variables**

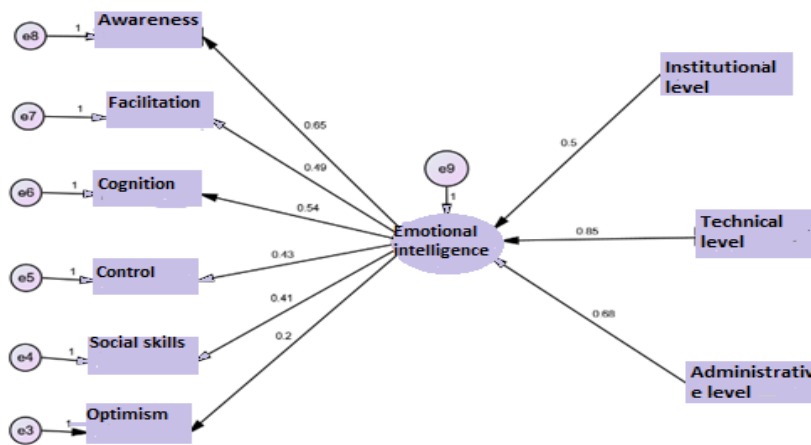
Variable	Mean	Standard deviation	skewness	Kurtosis
Organizational health	0.134	0.215	-1.979	3.51
Emotional intelligence	0.184	0.261	-1.56	6.012

### 1.1 Results related to the Main Research Question

The main question of this study is to investigate the relationship between organizational health and emotional intelligence in universities of medical sciences in Kerman province. In all cases, structural equation modeling and path analysis have been used.

The main research question has analyzed the relationship between organizational health and emotional intelligence in medical universities of Kerman province. The results of this test are shown in (Table 4). According to Figure 1 and the fitting values of the model reported in (Table 3) and the path coefficient obtained in (Table 4) (0.87), also the value of  $t = 2.866 > 1.96$  and the significant value ( $0.004 < 0.05$ ), it can be concluded

that the null hypothesis is rejected, so there is a direct and significant relationship between organizational health and emotional intelligence.



**Fig.1. Path Analysis of the Relationship between the Organizational Health and Emotional Intelligence Dimensions**

**Table 3. Fitting Results of the Relationship Model between Organizational Health Dimensions and Emotional Intelligence**

Indicators	Optimal statistic	Indicator value for general pattern of research
Root mean square error of approximation (RMSEA)	$\leq 0.08$	0.065
Chi-square ratio (CMIN/DF)	$< 3$	2.653
Goodness of fit index (GFI)	$0.90 \geq$	0.917
Adjusted goodness of fit index (AGFI)	$0.90 \geq$	0.956
Comparative fit index (CFI)	$0.90 \geq$	0.934
Incremental fit index (IFI)	$0.90 \geq$	0.980
Tacker Lewis Index (TLI)	$0.90 \geq$	0.944
Normed Fit Index (NFI)	$0.90 \geq$	0.923

## 1.2 Results Related to Research Sub-questions

### 1.2.1 Results related to Sub-questions of the Relationship between Organizational Health Dimensions and Emotional Intelligence in Medical Universities of Kerman Province

Sub-questions of this study examine the dimensions of organizational health and emotional intelligence in medical universities of Kerman province. In all cases, structural equation modeling and path analysis have been used.

The first sub-question has analyzed the relationship between institutional level and emotional intelligence in medical universities of Kerman province. The results of this test are shown in (Table 4). According to Figure 1 and the fitting values of the model reported in (Table 3) and the path coefficient obtained in (Table 3) (0.50) as well as the value of t ( $1.96 < 4.31$ ) and the significant value ( $0 < 0.05$ ), it can be concluded that the null hypothesis is rejected, so there is a direct and significant relationship between institutional level and emotional intelligence.

The second sub-question has analyzed the relationship between technical level and emotional intelligence in medical universities of Kerman province. The results of this test are shown in (Table 4). According to Figure 1 and the fitting values of the model reported in (Table 3) and the path coefficient obtained in (Table 4) (0.85) as well as the value of t ( $1.96 < 12.67$ ) and the significant value ( $0 < 0.05$ ), it can be concluded that the null hypothesis is rejected, so there is a direct and significant relationship between technical level and emotional intelligence.

The third sub-question has analyzed the relationship between administrative level and emotional intelligence in medical universities of Kerman province. The results of this test are shown in (Table 4). According to Figure 1 and the fitting values of the model reported in (Table 3) and the path coefficient in (Table 4) (0.68) as well as

the value of  $t$  ( $1.96 < 4.31$ ) and the significant value ( $0 < 0.05$ ), it can be concluded that the null hypothesis is rejected, so there is a direct and significant relationship between administrative level and emotional intelligence.

**Table 4. Path Coefficient and its Significance and Review of Research Hypotheses in Path Analyses Models**

Hypothesis	Path coefficient	T statistic	P value	Result	Kind of relationship
Organizational health → emotional intelligence	0.87	2.86	0.004	Accepting the hypothesis	Incremental
Administrative level → emotional intelligence	0.50	4.31	<0.001	Accepting the hypothesis	Incremental
Technical level → emotional intelligence	0.85	12.67	<0.001	Accepting the hypothesis	Incremental
Administrative level → emotional intelligence	0.68	9.24	<0.001	Accepting the hypothesis	Incremental

## DISCUSSION

The results of the present study showed that there is a direct and significant relationship between organizational health and emotional intelligence. These results are in consistent with the findings of (Heydari et al., 2015) and (Farmitani et al., 2013) which show a positive and significant relationship between organizational health and emotional intelligence, and are not in consistent with the findings of (Ghanaatian & Fani, 2015) who showed that between the dimensions of emotional intelligence, only the variables of realism and empathy were positively related to organizational health. Ghasemzadeh, (Rezapour Mirsalehi, 2016) in a study achieved these results that there is a positive and significant correlation between emotional intelligence and organizational health. (Heydari et al., 2015) shows that the components of emotional intelligence as a predictor variable can explain organizational health and its components as a criterion variable. The results of (Farmitani et al., 2013) showed that there is a significant relationship between organizational intelligence and emotional intelligence with organizational health. The findings of the present study showed that there is a direct and significant relationship between institutional level and emotional intelligence in medical universities of Kerman province. This finding is not consistent with the results of Keikha, (Qasemzadeh et al., 2017) studies and does not agree with the results of Beyzad, research. (Assari & Assari, 2015) in their research concluded that there is a significant and positive relationship between organizational health, institutional cohesion, manager influence, consideration, constructiveness, scientific emphasis, resource support, morale, emotional intelligence of employees. (Beikzad et al., 2009) in a study concluded that there is no significant relationship between the health of the institutional level of schools and the performance of school principals in the three levels of education in Maragheh. The findings of the present study showed that there is a direct and significant relationship between technical level and emotional intelligence in medical universities of Kerman province. This finding is not consistent with the results of research by (Zare et al., 2015) and is not consistent with the results of research by (Barati Marnani et al., 2011). (Zare et al., 2015) in a study concluded that there is a significant and positive relationship between organizational health and some dimensions of managerial influence, resource support, scientific emphasis and morale with organizational commitment, but between other dimensions of organizational health and institutional unity, consideration and constructivism no significant relationship with organizational commitment were observed. (Barati Marnani et al., 2011) in a study concluded that there was no statistically significant relationship between the dimensions of morale, scientific emphasis, consideration and resource support with any of the performance indicators. The findings of the present study showed that there is a direct and significant relationship between administrative level and emotional intelligence in medical universities of Kerman province. This finding is not consistent with the results of (Keikha et al., 2014) research and is not consistent with (Khalilia & Ekrami, 2015) research. (Keikha et al., 2014), in a study concluded that there is a significant and positive relationship among organizational health, institutional cohesion, manager influence, consideration, constructionism, scientific emphasis, resource support, morale, emotional intelligence and employee happiness. (Khalilia & Ekrami, 2015) and (Cardon Melissa, 2008), in their research concluded that the state of organizational health and its seven components (morale, scientific emphasis, consideration,

structuring (constructionism), support, resources, manager influence, institutional unity) and knowledge management and its three components (knowledge creation, knowledge distribution, knowledge application) are at a low level. Reviewing the research, we find that organizational health is essential for any university and managers should strive to develop it at the university level.

## CONCLUSION

Organizational health is one of the most obvious indicators affecting the organization and is the basis of any movement towards organizational growth, development, improvement of the work process in organizations, accurate knowledge of the current situation, correct identification of strengths and weaknesses and also the need to plan programs in order to improve the affairs. On the other hand, emotional intelligence is a concept that has well covered the intertwined relationship between cognition and emotion and has opened a new horizon in this field. The importance of emotional intelligence is such that it allows employees to communicate with each other in any situation and control emotions such as anger, anxiety and fear so that they can make appropriate and creative decisions, which can be effective in promoting organizational health of the University and cause organizational health to grow. As a result, it can be said that making a basis for the promotion and improvement of emotional intelligence is necessary to strength and enhance the organizational health of employees. The results indicate a direct and significant relationship between organizational health and emotional intelligence in the medical science universities of Kerman Province. Also, among the organizational health aspects, technical, administrative, and institutional levels had the highest relationship with emotional intelligence, respectively. Organizational health and emotional intelligence can have a positive impact on improving the situation, leading to the efficiency and effectiveness of the organization, indicating the importance of these issues. Therefore, organizations must consider emotional intelligence skills as the required abilities to have organizational health to enjoy healthy and trustworthy people in working environments. Therefore, the investigation of the organizational health clarifies the organization's progress and facilitates resolving the barriers by considering the emotional intelligence of the staff in the current situation of the organizations.

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