

Organizational Culture, Emotional Intelligence and Trust as a Predictor of Workplace Outcomes



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Abstract

The purpose of this study is to investigate Organizational Culture, Emotional intelligence and Trust are important variables which leads to number of workplace outcomes. The workplace culture is one of the powerful force which shapes employees' behaviors, thoughts and emotions. The power of culture at workplace is due to the emotional needs of individuals. Culture is one of the important source which provides social medium within which one can form and identify emotional bonds at workplace to satisfy their needs for identify, belongingness and social integration. Trust is one of the key element for organizations which is important for enduring individual & organizational effectiveness. The aim of the present study was to identify whether organizational culture, emotional intelligence and trust leads to important workplace outcomes such as employee performance, job satisfaction and commitment among employees'.

The paper focuses on existing cases from the literature emphasizing that organizational culture, emotional intelligence and trust are prominent indicator for employee's success. This paper developed some propositions that could be tested through empirical research in future. Thus, this paper gives a message to organizers to develop their organizations.

Keywords: Organizational Culture, Emotional Intelligence, Trust, Employee Performance, Job Satisfaction, Organizational Commitment.

Introduction

Organizational Culture

According to Webster's dictionary, culture is the skills and ideas of a given individual in a given time. Stewart (2007) stated that profitability and productivity is one of the organizational goals. One of the best place to start improvement in organization is develop culture. Further, he added that one of the strongest element of the work culture is the attitudes and beliefs of the employees'. If the cultural belief system comprises of positive attitude then that will be directly reflected in the performance of employees.

Culture at workplace has been proven as one of the most important factor, as it helps in molding one's thoughts, emotions and behaviors (Pizer & Hartel, 2005). It has been argued by many researchers that the power of culture is due to the emotional needs of an individual and how these needs are fulfilled by groups, leaders and organizations as whole. Emotions are processes which results from social context and influence how one act and feel in social context (De Dreu, West, Fischer & MacCurtain, 2002). Certainly, culture provides a social medium due to which individuals can form and identify emotional bonds with each other (Beyer & Nino, 2001); can satisfy their need for belongingness (De Dreu, et al, 2002); level of commitment to organizations (Schein, 2004); and level of job satisfaction (Shiu & Yu, 2010). Culture is directly associated with beliefs and values shared by employees' in an organization. Organizational culture is associates the employees' to organization's norms, beliefs and values and incorporates them as set of standards (Martins and Terblanche, 2003). Schein (2004) clearly stated that organizational culture is a dynamic force which is revolving around the organizations, engaging and shaping employees behaviors and attitudes. Organizational culture is an overall phenomenon of the organization such as environment, values, and norms of the company. Organizational culture consists of complex social phenomena which can be further divided into layers in corporate culture. Organizational culture has been

identified as patterns of shared beliefs and attitudes over a period of time which helps in producing behavioral norms that are adopted in problem solving (Schein, 1990). The environment of an organization is represented by its culture and is constructed by beliefs of the employees' (Aycan et al., 1999).

Emotional Intelligence

Culture has been proven to be one of the most powerful force in organization which helps in shaping employees' behaviors, thoughts and emotions (Pizer & Hartel, 2005). Researchers have stated that the power of culture is due to the emotional needs of employees' (Pizer & Hartel, 2005). Emotional intelligence can be used as a phrase that refers to the ability to manage, recognize and influence one's and as well as other's emotions (Keating & Harper et al., 2013). Consequently, emotional intelligence can be defined as an interconnection between thinking and feelings; Chopra & Kanji (2010) put emotional intelligence in a very simple terms as an individual's self-perceived ability of their emotional abilities. Emotions are process which results from the social context in which they are elicited and in turn influence this social context (DeDreu, et al, 2002). Culture is a source which provides a medium within which members identify and forms emotional bonding with each other in order to satisfy their needs for belongingness, identity and social integration (Beyer & Nino, 2001). Emotional intelligence plays an important role in the workplace. Previous studies have proved the relationship between emotional intelligence, employees' performance, job satisfaction. Emotional intelligence is one of the important factor in both organizational performance and individual performance.

An individual who is emotionally intelligent are able to strike a healthy balance between pleasant distractions from negative events (Salovey et al., 2000). Individual's having high emotional intelligence can monitor, reflect and control their emotions, consequently they separate themselves from negative emotions which may promote their well-being. In a study by Slaski and Catwright, (2002) found that individuals with higher level of emotional intelligence reported lower level of stress and distress, higher morale and good quality of work life and notably better work performance and health. The level of emotional intelligence among employees has been found to be directly related to effective behaviors (Downey, et al., 2006), psychological well-being (Slaski & Cartwright, 2002), Organizational commitment (Carmeli, 2003), and job satisfaction (Wong & Law, 2002).

Trust

"Trust is itself a term for a clustering of perceptions."
(White, 1992: 174)

Trust is one of the important element for positive relationships at various settings (Lewis & Weigert, 1985a) as it is the basis principle to how we interact with each other. Trust has emerged as a main strategic asset for organizations (Mishra, 1996). Trust is the main issue in human relationships both inside and outside organizations (Kouzes & Posner, 2007). It is very important to understand group and interpersonal behavior (Hosmer, 1995). At present, matrix organizational structure has highlighted the

trust dynamics in team effectiveness for the successful management of teams at workplace (Costa, 2003). In order to be successful at workplace employees' need a high level of mutual trust to make environment of psychological safety which is necessary for the confidence to take risks which are required for team effectiveness and health (Edmondson, 1999). Trust is one of the major factor in how individuals work together, listen to each other and build effective relationships at workplace, Trust links to all good relationships both professional as well as personal.

In past, trust has enjoyed the attention of many researchers in the organizational context due to important findings which place trust as one of the important variable for organizations and its employees' which is analytical for individual & organizational effectiveness (McAllister, 1995). Trust has been found to be directly related to many variables at workplace performance (Costa, Roe & Tailleau, 2001); job satisfaction, organizational commitment (Costa, 2003) and openness with ones feelings (Zand, 1976).

Aim of the Study

1. To study the impact of Organizational Culture on Workplace outcomes (Job Performance, Commitment and Job Satisfaction).
2. To study the impact of Emotional Intelligence on Workplace outcomes (Job Performance, Commitment and Job Satisfaction).
3. To study the impact of Trust on Workplace outcomes (Job Performance, Commitment and Job Satisfaction).

Linkage of Organizational Culture and Workplace Outcomes

Organizational culture is conceptualized as shared values and beliefs within the organization which helps to shape the behavior of employees (Kotter & Heskett, 1992). Organization culture recognized the contribution and efforts of employees and provide them holistic understanding of how and what is to be achieved and how employees can attain goals. According to Martins and Terblanche (2003), culture is directly related with beliefs and values shared by individuals in an organization. Organizational culture related the employees' to values, beliefs and principles of the organization. Organizational culture have impact on overall effectiveness and quality of products and services. Earlier, many studies have reached to the conclusion that there is a positive relationship between organizational culture and employees' performance.

Uddin, M. J., Luva, R. H., & Hossian, H. (2013).in their study analyzed the impact of organizational culture on employee performance and productivity. Their study included applied qualitative methodology which focused on case study in Bangladesh. It was concluded that organizational culture has positive impact on employee performance and productivity in the emerging context.

Awadh, A. H., & Saad, A. M. (2013). In their study analyzed the relationship between organizational culture and performance and found that there is a positive association between organizational culture and performance which helps in improving results of organization. The values of

organization based on different culture influence workforce management.

Ghorbanhosseini, M. (2013). Studied the effect of organizational culture on organizational commitment. The 266 employees of SAFA Group were selected using random sampling technique. Path analysis test was used for analysis of research. Findings of the study concluded that organizational culture have a direct and significant impact on human capital and organizational culture, team work also have direct and significant effect on organizational commitment.

Nyongesa, W. (2012) in his study explored the impact of organizational culture on performance of employees. He stated that culture is one of the important element of effective performance. There is a close relationship between organizational culture and employee performance, the survival of any organization largely depends on its effectiveness and efficiency.

Messner, W. (2013) studied the effect of organizational culture on employee commitment. Data was collected from 29 IT companies in India. To analyses the data, descriptive and inferential statistics were used with multiple regression and confirmatory factor analysis. The findings of the study concluded that there is a strong correlation between organizational culture and employee commitment. The study further stated that the Indian IT industries should adapt at thinking about employee commitment from an organizational culture point of view.

Shahzad, S., Luqman, R. A., Khan, A., & Shabbir, L. (2012) identified that organizational culture has its impact on employees' performance. The aim of the paper was to examine various concepts on organizational culture and performance. It was concluded that organizational culture has a deep impact on various organization process and its performance.

Alvi, H. A., Hanif, M., Adil, M. S., Ahmed, R., & Vveinhardt, J. (2014) investigated the impact of organizational culture on job satisfaction and employee commitment in Karachi. Quantitative research approach was used with sample of 303 participants. Data was collected from the Chemical sector, Karachi. Factor analyses was used to show the accuracy of the data, further regression analysis was used to determine the relationship between organizational culture, job satisfaction and employee commitment. The results showed that employees who are highly satisfied with his job, he/she is less committed as in chemical sector, employees' are only concerned with his/her level of job satisfaction more than the loyalty with the organization.

Bellou, V. (2010) analyzed organizational culture in relation to job satisfaction regarding with age and gender. Results concluded that some cultural types effect job satisfaction they may be good reputation or personal growth opportunities. Researcher points out few recommendations like organizational culture can enhance employees' job satisfaction in order to make employees have sense of belongingness, by encouraging and motivating employees to develop their career in and outside organizations.

Linkage of Emotional Intelligence and Workplace Outcome

Emotional intelligence plays an important role in the workplace. Previous studies have proved the relationship between emotional intelligence, employees' performance, job satisfaction. Emotional intelligence is one of the important factor in both organizational performance and individual performance.

Baloch, Q., Saleem, M., Zaman, G., & Fida, A. (2012) investigated the relationship between emotional intelligence and employees' performance. Effective handling of emotional intelligence at workplace provides various outcomes which increases the productivity of organization and contributes to the development of economy. The study explored the relationship between two variables and concluded that emotional intelligence is positively related to employees' performance at workplace.

Lopes, P. N., Grewal, D., Kadis, J., Gall, M., & Salovey, P. (2006). In their study found that emotional intelligence is directly related to job performance and attitudes at workplace. The sample was collected from 400 insurance companies. Employees with high level of emotional intelligence received greater merit and held higher positions than their counterparts. They received better supervisors/peer ratings of interpersonal skills and stress tolerance when compared with others.

Kulkarni, M.P., Janakiram, B., & Kumar, D.N.S. (2009) focused their study on understanding the emotional intelligence of the managers and supervisors and its link to their level of performance at workplace. The findings indicated that emotional intelligence has a great impact on the level of performance of managers and supervisors at workplace.

Chi-Yu., & Wu. (2011) investigated the effects of emotional intelligence on relationship between job stress and job performance among employees in the Taiwanese finance sector. The findings of the study concluded that emotional intelligence had a positive impact on job performance.

Rathi, N., & Rastogi, R. (2009) analyzed the relationship between emotional intelligence, occupational self-efficacy and organizational commitment. Data was consisted of 120 employees and the results indicated that there is a positive correlation between emotional intelligence and organizational commitment among employees.

Nikkheslat, M., Asgharian, R., Saleki, Z. S., & Hojabri, R. (2012). Investigated the impact of emotional intelligence on organizational commitment and job satisfaction. According to the finding of the study, it was stated that emotional intelligence has positive impact on organizational commitment and job satisfaction among employees.

Mohamadkhani, K., & Lalardi, M. N. (2012). Found out the relationship between emotional intelligence and organizational commitment of the hotel staff in 5-star hotel in Iran. The sample consisted of 423 employees'. To analysis the data, Pearson correlation, ANOVA and QI-square were used. The results concluded that there was a significant relationship between both the variables.

Ealias, A., & George, J. (2012). Examined the relationship between emotional intelligence and job satisfaction. The study also investigated how designation, marital status and experience affect his/her emotional intelligence and job satisfaction. Data was collected from 208 employees'. Data was analyzed using Karl Pearson coefficient of correlation, ANOVA, t-test as statistical tools. The findings of the study revealed that there is a very high positive relationship between emotional intelligence and job satisfaction. It further showed that designation doesn't affect his emotional intelligence and job satisfaction whereas experience and marital status does.

Linkage of Trust and Workplace Outcomes

Trust is mandatory for optimization of a system....

Without trust, each component will protect its own immediate interests to its own long-term detriment, and to the detriment of the entire system. - W. Edwards Deming (1994)

Usikalu.O., Ogunleye, A. J., & Effiong, J. (2015). Examined the influence of organizational trust and job satisfaction on job performance among teachers. Sample of 258 teachers were randomly drawn from schools participated. Analysis was done using the independent t-test and the two way Analysis of Variance. Results suggestion that organizational trust has significant impact on job performance among teachers and job satisfaction has significant impact on job performance among teachers.

Gashtasebi, P., & Karimi, F. (2015) investigated the structural model between organizational trust and organizational silence with job satisfaction and organizational commitment. The study method used is descriptive-correlation. The total population is 340. The analysis of study was done using Pearson correlation and structural equation modeling. The results showed that organizational trust has significant relation with organizational silence and has positive relationship between job satisfaction and organizational commitment.

Brown S., Gray D., Mchardy J. & Taylor K. (2014) explored the relationship between employee trust and workplace performance. They utilized the 2004 & 2011 workplace & employee relation survey for their study to investigate the role of employee trust in influencing workplace performance in both pre and post periods. The findings of the study suggested that there is a positive relationship between workplace performance and employee trust.

Ferda E., Janset O., & Nuray A. (2003) investigated the relationship between the level of trust and the performance of the team members. The sample consisted of 148 members across four organizations. The results suggest that there is a positive relationship between trust and performance.

Büssing, A. (2002 analyzed the relationship between personal trust in organization and organizational commitment and job involvement. The study used partial correlation and canonical correlation analysis to test the hypothesis and the results of the study confirmed that there is a significant correlation between trust, organizational commitment and job involvement.

Dursun, E. (2015) found the relationship between organizational trust, organizational support and organizational commitment. The research was in

the form of a relational screening model and was descriptive and explanatory in nature. 601 surveys were used for this research. The analysis was done using multiple linear regression analysis and in the analyses enter mode was used which was supported by LISREL software. The findings of the study concluded that organizational trust and organizational support are most sustainable factors that have a direct impact on organizational commitment.

Mohamed, M. S., Kader, A., & Anisa, H. (2012) examined the relationship between job satisfaction, organizational trust and organizational commitment. The sample consisted of 101 employees of private banking sector. The method of analysis used is correlation. The results of the study revealed that job satisfaction is positively related to organizational trust and organizational commitment.

Yilmaz, K. (2008). Investigated the relationship between the organizational trust level and organizational commitment among teachers. A study is a general survey model which comprised of 120 teachers. Data was analyzed used Pearson Correlation Analysis. According to the results. There is a positive and significant relationship between organizational trust and organizational commitment and its sub-dimensions.

Conceptual Framework

Based on the previous researches, this paper develops a conceptual framework of how Organizational Culture, Emotional Intelligence and Trust act as predictor of various workplace outcomes. This framework emphasized on variables like Organizational Culture, Emotional Intelligence and Trust. These independent variables are positively related to employee's high level of Job performance, organizational commitment and Job satisfaction. The diagram framework is given below:



Figure 1

Proposed Conceptual Framework of This Study Discussion

When the literature review is analyzed, a great deal of evidences can be found which proves the fact that there is a meaningful and positive relationship between Organizational culture, emotional intelligence, and trust with other workplace outcomes. Nyongesa, W. (2012) in his study explored the impact of organizational culture on performance of employees. Alvi, H. A., Hanif, M., Adil, M. S., Ahmed, R., & Vveinhardt, J. (2014) investigated the impact of organizational culture on job satisfaction and employee commitment. Employees who are emotionally intelligence always express their emotions in a meaningful way that's why they always acquire positive response from the people around them.

People who are emotionally intelligent also have positive attitude towards life, self and society. Emotionally intelligent people know how to manage their own emotions effectively in challenging situations. Chi-Yu., & Wu. (2011) investigated the effects of emotional intelligence on relationship between job stress and job performance among employees in the Taiwanese finance sector. The findings of the study concluded that emotional intelligence had a positive impact on job performance. In a similar study by Nikkheslat, M., Asgharian, R., Saleki, Z. S., & Hojabri, R. (2012). It was found that emotional intelligence has a positive impact on organizational commitment and job satisfaction. People who are emotionally intelligent tends to follow their perceptions, thinking patterns and behaviors rather than their behaviour follow their emotions. This provides the path of personal growth, self-awareness, empathy, self-motivation which enhance individual's happiness. Emotionally intelligent people adapt a healthy and flexible life style. Emotions are building blocks of personality and helps individuals to grow up the relationship within self and others. High emotional intelligence makes easier for the person to develop one's own positive self-image. The results also led to the conclusion that organizational trust had direct impact on workplace outcomes such as performance, organizational commitment and job satisfaction. Bussing, A. (2002) confirmed that there is a significant correlation between trust, organizational commitment and job involvement among employees at workplace.

Limitations

This study determined that Organizational culture, Emotional intelligence and trust are prominent indicator for employee's success at workplace. Further, studies should undertake a more critical analysis by including important outcomes such as burnout. Further, the researches should be able to determine what types of training will be effective or convenient for improving organizational culture, emotional intelligence and trust among employees' at workplace. The relation between organizational culture, trust and commitment can be framed in the larger are with different researches which can be applied in different socio-cultural context which are both social science and educational science and the differences can be assessed.

Recommendations

Based on the findings of the study, following recommendations are given. Emotional Intelligence to be trained to adopt methods which foster harmonious values like emotional intelligence. It is, important that organization manage the employees in a ways that encourage the culture of emotional intelligence values. These values should be identified and rewarded. Learning environment should be opulent in tolerance, team spirit of the genuine mistake caused by creative predisposition and emotional sensitivity. Organizations should adapt emotional intelligence strategies that will further promote a better person-job fit through more training opportunities. Organizations need to develop an effective way of rewarding system which enhance the creativity and innovation at workplace, managers need to encourage employees to present their creative ideas and views. Organizations need to be clear with its vision which

includes core values, its approach to customers. These values should be clearly stated to employees which contribute to the success of organization. Communication about organizations goals, performance and new initiatives should be clear and transparent which enables employees to perform at a high level and indirectly leads to job satisfaction and their level of commitment. This gives employees a sense of ownership which helps in developing more dedication and loyalty. These can be done through regular short meetings or question and answer sessions, which gives an employees the freedom to clear difficult questions without fearing about negative consequences. Employees should be invited to contribute their unique ideas and perspectives, managers should encourage employees to try new things and creative ideas. In a dysfunctional culture, employees fear to discuss any ideas as mistakes are punished or insulted. Organizations need to hire the right person in the company which will generate positivity and productive culture. Organizations need to focus more on their selection process by focusing and evaluating on candidate's passion. Every employees' contribution to the organization need to be appreciated and celebrated. Managers need not take their contribution for granted.

Conclusion

Thus this study has helped to identify several workplace outcomes which can be achieved through good organizational culture, high level of emotional intelligence and trust among employees'. Most important, executive leadership and managers should make a regular system-wide assessment of the nature and form of employees' job satisfaction, organizational commitment, and organizational trust, and then follow up with activities in order to improve these areas which helps in building successful workplace. It is important for managers to develop effective strategies to improve the image of the organization. This research focused on organizations to concentrate more on building positive relationship at work. Researches quoted indicate that organizational culture, emotional intelligence and trust are prominent indicator of workplace outcomes such as Performance, Organizational commitment and job satisfaction.

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