

Impact of Organizational Culture and Emotional Intelligence on Educational Sector Performance

Shaheen Akhtar¹ Muhammad Ibrahim¹ Muhammad Riaz² Sayed Muzammal Hussain¹

1.Department of Business Administration Bahaudin Zakria University Bahadur Sub Campus Layyah, Pakistan

2.Department of Sociology Bahaudin Zakria University Bahadur Sub Campus Layyah, Pakistan

Abstract

This study is an attempt to find that how performance of educational sectors of Pakistan is influenced by (OC) organizational culture and (EI) emotional intelligence variables. Every organization has a culture which is good or bad. Good culture creates a positive influence on long term performance of educational institutions and good culture is better for positive performance than happy employees. Data is collected by studying the different researcher's articles, taking interview of experts and through observations. The data was collected only from Pakistani educational sector organizations to find the results. Results show that there is a close relationship between an organization's culture and its performance in developing countries, like Pakistan, Pakistan are rich in emotional sentiments due to their strong cultural influence of past experiences on future outcomes, education sector performance is also influenced by EI variable. The effective handling of EI particularly at workplace will provide immense outcomes which eventually will increase the productivity of organization and ultimately contributes toward the development of economy of developing countries like Pakistan.

Keywords: Organizational culture, Emotional intelligence, Performance, Education sector of Pakistan

Introduction:

Education sectors are playing an important role in human character building and also in economic development, provide excellent services about character buildings to potential customers. With delivering their best services, these institutions performance is influenced by some emotional and cultural aspects.so, in our study we have to find the impact of organizational culture and emotional intelligence on these institutions performance.

The concept of organizational culture may assist as a structure to stain human associations in organization. According to Linda Smircich (1983) culture is define as: "For academics, culture delivers conceptual connection among micro and macro stages of analysis" Researchers as well as consultants use this span if they want to emphasize that each organization has its particular atmosphere just similar a person does.

The organizational culture definitions diverge from a very petite explanation specified by Deal and Kennedy (1982) "It's the way we organize things everywhere here" to additional cultured ones, as well same was projected by Schein (1985). Trice and Beyer recommend the disavowal explanation of organizational culture. They effort to regulate the organizational culture and its connected fields by recruiting the marvels what the organizational culture is not (Trice and Beyer, 1993).

Numerous classifications happen in instruction to imprisonment the difference of instruments that procedure frequently collective but distinctive amalgamations of values and behavior forms in organizations. The multifaceted nature of culture clues to multidimensional attitudes (perceive for a evaluation Detert, 2000; van der Post et al., 1997; Lau, Ngo, 1996). The variety of proportions exemplifies interruptions of the research of organizational culture. it appears here are moreover numerous dissimilar proportions for incoming at a intelligible meaning and dimension of the idea.

Number of HR marketers (2005) described that organizational culture has a strong impact on other vital performance results of any of organization, including business development and growth, customers satisfaction and the resilient belongings of organizational culture are reliable transversely extensive range of businesses and industries, from education institutions, automotive sales and service and fast-food retailing to home construction and computer manufacturing.

Organizations may require a more personal alignment of competencies, such as self-management, self-presentation, empathy and interpersonal sensitivity. This set of emotional and social competencies is termed as "emotional intelligence" (e.g. Goleman, 1995; Bar-On, 1997; Mayer & Salovey, 1997). According to Bar-On (1997), broadly speaking, emotional intelligence discourses the emotional, personal, social, and survival dimensions of intelligence, which are often more important for daily functioning than the more cognitive aspects of intelligence. Emotional Intelligence is concerned with understanding oneself and others, relating to people, and adapting to and coping with the immediate surroundings, which increases the ability of a person to be more successful in dealing with one's environmental demands.

Number of research specialists has done lot of work to identify the association between emotional intelligence and employee performance in education sector of Pakistan.

Lam and Kirby (2002) and Semadar, Robins and Ferris (2006) in their research originate that emotional intelligence is also the greatest forecaster of the employee's performance as it can estimate the

production of the employees through understanding and management their emotions in the anticipated mode consequently. Emotional intelligent people have strong ability to achieve their goals easily that's why, now a day to enhance performance mostly in education sectors there is need to have some level of emotional intelligence.

Organizational culture is a communal occurrence which is organized accordingly by the collaboration amongst individual and an organization and cannot be contemporary deprived of individuals and characteristics such as subjectivity, irrationality and emotionality which could be used to explain it (Tolmats and Reino, 2006). At such, the position of emotional intelligence transported advancing to permit the organization to form the organizational culture and the actions of all level in the organization (Langhorn, 2004). However the studies on the topic of emotional intelligence in the in-service location are insufficient, it is decided that emotional intelligence has a vital importance in work-related situations and play significant role in enhancing performance in education sector of pakistan (Matthews, Zeidner, & Roberts, 2004).

Research Gap

In this study lot of variables are used for the analysis by different researchers but some important variable like conflict management are disregarded in context of Pakistan's educations sector. The study encompasses this shortcoming.

Problem statement

A competitive business scenario, organization growth is constraints in employ and retaining the esteemed workforce. High turnover rate is problematic and have a negative impact on an organization's performance. This study has made an attempt to evaluate the impact of organizational culture and emotional intelligence on performance of educational sector organizations in Pakistan. We have to check that to what extent educational sector performance is influenced by dispositional sectors especially by organizational culture and emotional intelligence.

Objectives of the Study

The basic objective of the study is to conduct a research and find the impact of organizational culture and emotional intelligence on organization performance.

The major objective of study is

1. To explore the major factors of relationship between organizational performance and emotional intelligence
2. To find out the impact of organizational culture on education sector performance in Pakistan context..

Literature review

The business domain is captivated by way of culture. Instructors have studied it. Writers have written round it. Abundant leaders recognize how to leverage culture to confirm passionately positive business consequences. On the other hand, sound recognized situation studies establish in what way improper expectations about organizational standards can prime to misinterpretations at greatest and organizational value systems influence the way variation occurs, unsuccessful projects and misplaced profit at poorest. In the hysterical mission for a shiny shot to comprehend what culture expresses us round the technique business should remain accompanied, there is slight discussion that organizational worth schemes have a powerful influence on education sector performance of employees (Prosci, 2010).

One important circumstance about culture standpoints: What is significant to our organization? In what way are conclusions completed? Who is now control? How does an employee share with new employees and groups inside our organization? What activities are rewarded and accepted? The response to these questions differs from country to country, from industry to industry, from organization to organization and from institution to institution. It is acute for all institutional managers to comprehend the fundamental principles of their institutions since these features straight effect the institutional performance and in what way considerable work will eventually be mandatory to confirm prosperous results for the institution (Prosci, 2010). It has been appealed that, "an organizational culture is subsequently significant to the organization that, in the extended path, it can be the final decisive that can influence the persistence or collapse of organizations" (Hofstede, 1998). Additional, Schein (2002) has warned that researchers have undervalued the range to which culture subsidizes to the performance of an organization.

Azhar (2003) investigated that the sensation which frequently differentiates good organizations from bad ones might be summed up as "organizational culture. "He describes that well-structured organizations have ha distinctive culture and that's why they are positively implement their plans.. Organizational Culture can be one of the utmost significant means of enlightening organizational performance. Organizational Culture has become very significant in the last 25 years. However it is imperceptible in nature, it plays important role that influence the employees as well as management activities. Companies with strong cultures have always, done better than their competitors and enhance their performance mostly in educational institutions.

Human is diverse creation on earth erected through dissimilar emotions and moods alike smell, touch, tastes, hearing and seeing). These are the elementary aspects lead to success in any organization (Scot-Halsell et al, 2011). Pakistani population is very strong in emotional sentiments due to past experiences, rituals and customs

(Chaudhary, 2013). Consequently, the role of emotions is extremely active in Pakistan headed for achievement in any organization to attain goal. Effective organizations appoint employees with high emotional stability although considerate personal and others emotions is called Emotional Intelligence (EI). It is the knowledge of self-emotions as fine as others emotions and their response and then spiral that emotional reaction in positive way to attain organizational goal. Success hinge on the distinct productive role self-sufficiently in emerging organizations (Khan & Asghar, 2013). Emotional intelligent capability is not instinctive but a educated comportment. So each single shows diverse part rendering to his/her level of Emotional intelligence.

the term 'Emotional Intelligence' is taken into positive sense as it is used to predict the outcomes in the organizations. According to Mayer, Caruso & Salovey (1999), emotions are psychological subsystems such as cognition, responses and awareness. Mayer, Caruso & Salovey (1999) termed emotional intelligence as the conjunction of emotions and cognition. Mayer, Caruso & Salovey (1999) called emotional intelligence to be a true intelligence which shows mental abilities and the established intelligence. According to their research, intelligence can be developed with the passage of time, age and experiences.

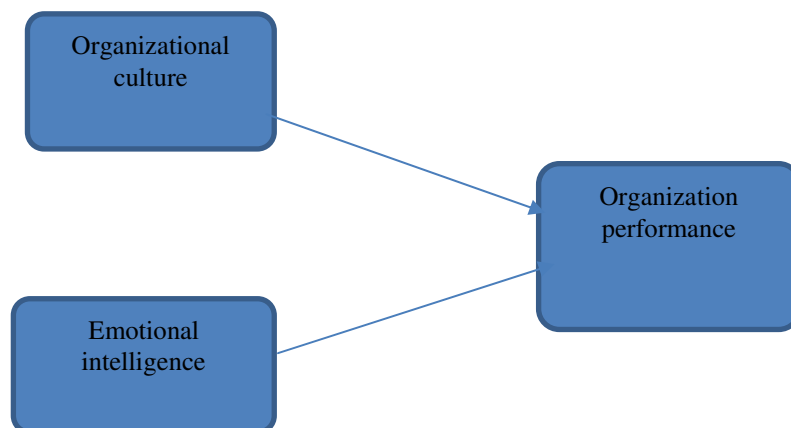
Moghadam, Jorfi & Jorfi (2010) described that emotional intelligence create its positive impact on the performance of employees in educational as well as other sector if organizations keep pack with change in operative way and Emotional Intelligence is the valuable enrichment in facilitating the frontrunners of the organizations to transact efficiently with the variation that takes place in the organizational surroundings.

Organizational transformation has the credible to activate positive and negative emotions and moods in the employee that be influenced by on a series of aspects. These comprise the supposed valence of the consequences, the alteration procedures that are used, the speed, timing and occurrence of change, the nature of leadership and the employee's personality and emotional intelligence (Kiefer, 2005; Jordan, 2005, Wanberg and Banas, 2000; Smollan, 2006).

Extremely emotionally intelligent persons perform significant part in the accomplishment of every organization through charming, happy, healthy environment with new employees to monitor and clue them. While low Emotional Intelligent people take stress and slow in achieving their selected goal (Bhopatkar, 2013). Human expressions are convoluted so it's not easy to understand others expressions. These are learned behaviors from environment and used to response in difficult situations correspondence to his Emotional Intelligence. Top leading constructive companies prefer highly emotional intelligent employees in their working environment results to maximum employee engagement (Fukuda, 2011). Emotional Intelligent peoples leads smooth behaviors among the team members, helps them to achieve organizational goals Emotional intelligence is the knowledge about understanding others behavior and self-emotions and utilize them in positive way to achieve organizational goal then it involves to establish relationship management (Naseer et al, 2011).

Theoretical Framework:

This study shows the relationship between dependent and independent variables, are portrayed in schematic diagram.



Hypothesis

The major hypotheses of the study are as followings:

Ho: there is a positive relationship between organizational culture and organization performance.

Ho: there is positive relationship between emotional intelligence and organization performance.

Methodology

In this research, the impacts of emotional intelligence and organizational culture on education sector organizations is described and studied. To collect the literature of this research, library method was used. Moreover, several experts and scholars (samples) were interviewed to study the subject of the research and determine the theoretical framework of the research as well as factors and variables of research and determine the standard tools of data collection. These interviews were carried out systematically by the research group

within certain phases of the research related to education sector of Pakistan. The data is collected by studying and observing different researchers point of views about how organization culture and emotional intelligence influence the education sector employees performance. The statistical population of this research consists of managers, deputy managers and experts of service providing organizations related information's.

Findings

By the analysis of educations sectors I have find the impact of organizational culture and emotional intelligence on Pakistani educational institutions. After studying the different researcher point of views I analyzed that the emotional intelligence has a positively influence the education sector performance in Pakistan. The employees who are emotionally intelligent are seemed to be more satisfied, by getting more regards from their Head of department. By the impact of EI, the employees of Pakistani institutions are more satisfied by getting more and more promotion opportunities, as compared to others. So, this factor will improve their productivity also. Most of the researcher point of views shows that more satisfied employees in educational institutions will be more committed to their job.

So that The EI has greatly impact on education sector employees performance in Pakistan that they never engaged in any kind of conflict within organization, this show cohesiveness amongst employee, and encourage to do best efforts for their organization.

Number of researchers described that organizational culture has a strong impact on other vital performance results of any of organization, including business development and growth, customers satisfaction and the resilient belongings of organizational culture are reliable transversely extensive range of businesses and industries, from educational institutions, automotive sales and service and fast-food retailing to home construction and computer manufacturing.

Other research analysis shows that the organizational culture contributed significantly to the field of education. For example, Denison and Mishra (1995) investigate a more rigorous methodology, discovered that organizational cultural strength was significantly correlated with short-term financial performance. Research also found that the organizations that focus clearly on the cultures are more successful. It is because intensive cultures deliver better financial returns, which include higher return on investment (ROI), higher return on assets (ROA) and higher return on equity (ROE).

Culture can be strength or weakness of any organization. If in education sector or any other field we implement cultural values properly than institutions performance enhances. Otherwise it becomes hurdle in way of success of organization. But in Pakistani institution it creates positive impact on education sector performance because they Pakistani people are strong followers of their cultural values.

Conclusion

The fundamental objective of the study is to find the impact of organizational culture and emotional intelligence on performance of education sectors of Pakistan. Educational performance may enhance if personnel of institutions are more motivated and committed to their work. Findings of the study indicated that organizational culture and emotional intelligence a plays a significant role in employee's motivation and organizational commitment in education sector of Pakistan because every institutions has its own culture for the purpose of getting desirable performance in educational institutions they need to develop good culture which should be relevant strategically. And it should be strong than employees adopt the changing circumstances and enhance their organizations performance. Culture understands clearly an important ingredient of effective institutional performance. There is a close relationship between an organization's culture and its performance. Emotional intelligent also create significant impact of performance in education sector of Pakistan. Because its ability of a person to understand their own feelings and also the feelings of other person. Intelligent people can handle the situation in best way and adopt the new changes quickly that why emotional intelligent create a significant influence in enhancing educational sector performance of Pakistan because Pakistani nation is strongly follow their culture and perform responsibilities in effective way.

Limitations

- ❖ The study only focused on one category or respondents i.e. educations sector of Pakistan.
- ❖ Short span of time not allowed the researcher to explore the study in different sectors.
- ❖ This research based on Pakistani studies which not properly execute in western educational environment.

Recommendations

The success of every sector depends upon its efficiency and effectiveness in utilizing their resources supplies by tax payers in serving the constituency. Amongst tough economic times and hard competition in educations sector in this twenty first century every institution must prove itself through its best performance for survival. Lot of factors influences the ultimate performance of any education institute in Pakistan mostly. Most critical factors among them are EI and organizational culture.so, for getting better results the institutions must need to measure institutional performance and the influence of culture and EI on its performance. Than take effective actions

implement strong cultural and emotional intelligence values in order to enhance educational sectors performance.

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