

THE EFFECT OF EMOTIONAL INTELLIGENCE AND WORK-RELATED STRAIN ON THE EMPLOYEE'S ORGANIZATIONAL BEHAVIOR FACTORS

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The Effect of Emotional Intelligence and Work-related Strain on the Employee's Behavior Factors

The aim of this study was to determine the effects of employee's emotional intelligence and work-related strain on anxiety and depression. In order to collect data, face-to-face questionnaires were administered to 210 healthcare workers who agreed to fill in the information required. The survey was conducted with the use of an easy sampling method. According to the findings: (1) the anxiety / depression (HAD) variable was positively affected by the work-related strain variable; (2) the HAD variable was negatively affected by emotional intelligence; (3) when HAD (a dependent variable) and two other variables (independent ones) were subjected to a stepwise multiple regression analysis, 45 % of the variance in the HAD variable was explained by the emotional intelligence and work-related strain variables. The research was limited to 210 people working in health institutions operating in Istanbul region.

Keywords: emotional intelligence, work-related stress, employees, organization, enterprise, organizational behavior, anxiety, depression, healthcare worker.

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Йилдирим О., Іляш О. І., Хаустова В. Є., Арзу Ч. Вплив емоційного інтелекту та навантаження, пов'язаного з роботою, на фактори організаційної поведінки працівників

Метою цього дослідження було визначити вплив емоційного інтелекту працівника та пов'язаного з роботою навантаження на тривогу та депресію. Для збору даних було проведено особисте анкетування 210 медичних працівників, які погодилися заповнити необхідну інформацію. Опитування проводилось методом простішої вибірки. Згідно з результатами: (1) на змінну «тривога/депресія» (HAD) позитивно вплинула змінна «навантаження», пов'язана з роботою; (2) на змінну HAD негативно вплинув емоційний інтелект; (3) коли HAD (залежна змінна) і дві інші змінні (незалежні) були піддані поетапному множинному регресійному аналізу, 45 % дисперсії у змінній HAD було пояснено емоційним інтелектом і змінними, пов'язаними з роботою. Дослідження обмежувалося 210 людьми, які робітниками закладів охорони здоров'я, що працюють у регіоні Стамбула.

Ключові слова: емоційний інтелект; стрес, пов'язаний з роботою; працівники, організація, підприємство, організаційна поведінка, тривожність, депресія, медичні працівники.

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Introduction. Today's local and global competitive environment requires organizations to set clearly defined goals and work persistently to achieve them. Since the implementation of objectives of organizations and enterprises depends heavily on labor force, factors affecting employees should be taken into consideration. For this reason, work-related strain, emotional intelligence, and anxiety / depression variables, which are most likely to influence the workforce of organizations are discussed in the study.

To choose scales for assessing the effect of emotional intelligence and work-related strain on the employee's organizational behavior factors, we analyzed a number of publications dealing with the considered problem.

One of the scales corresponding the purpose of our study was the Work-Related Strain Inventory (WRSI) developed by Revicki et al. [1]. Later, the inventory was adapted to Turkish by Aslan et al. (1997) [2], who also confirmed its reliability. Another instrument applied in this study is the Emotional Intelligence Scale designed by Law, Wong and Song (2004) [3].

It is worth mentioning Hospital Anxiety and Depression Scale (HADS), which was presented in the study performed by Paliant and Tennant (2007) [4]. In general, emotional intelligence (EI) means knowing oneself, establishing good relations with individuals and taking positive approaches. Salovey and Mayer (1990) [5] were first to propose a definition of emotional intelligence as "The ability to monitor one's own and others' feelings, to discriminate among them, and to use this information to guide one's thinking and action". When studying EI, Gardner (1997; 1999) [6; 7] identified eight types of intelligence and added two more domains: interpersonal and intrapersonal intelligence. After Gardner, basic elements of EI, namely, self-awareness, self-regulation, motivation, empathy, and social skills were defined (Goleman 1998 [8]; Weisinger 1998 [9]). Individuals with high emotional intelligence are able to properly manage their energy, daily affairs, and relationships (Yeşilyaprak, 2001 [10]). Thus, it was suggested that the perfor-

mance of sales personnel with high emotional intelligence was higher (Yildirim, 2007 [11]).

An important variable that affects the job performance of working individuals is work-related strain, i.e. perceived job stress. Some life events can have negative consequences for the individual's physical and mental health and cause distress, which manifests itself in such symptoms as irritability, anger, depression, feeling overwhelmed or unmotivated, weak decision-making, staggering, sleep disturbances (Deniz and Yılmaz, 2005 [12]). All above-mentioned in turn can result in a decrease in the employee's concentration, their inability to cope with the workload and dissatisfaction with the work environment (Balci, 2014 [13]). If the work-related strain is above normal level, it may lead to a decrease in the employee's productivity and performance, their dissatisfaction or even quitting (Ülker, 2016 [14]).

The last variable considered in our study is anxiety / depression. Anxiety is an anxious state that can be felt by everyone, and anxiety disorder is the individual's state of anxiety and sadness in a certain situation (Şahin, 2015 [15]). Even though depression is considered as a deeper and advanced state of anxiety, it creates the state of anxiety and feeling pessimistic, worthless and unwilling. However, with anxiety the individual can experience their top or bottom emotions level (Üstün & Bayar, 2015 [16]).

It should be noted that there are many aspects that influence employees, their emotional intelligence and labor productivity, some of them being analyzed in [17–22].

Presentation of the main research findings with the justification of the obtained scientific results. The research data analysis was performed with the SPSS for Windows 22.00 and AMOS 22.0. In addition to the reliability analysis, the correlation and hierarchical regression analyses for the variables of the research scales were conducted.

Purpose of Research. The organization's top management has to guide all of its employees in line with the organizational

objectives and ensure that they work at their maximum efficiency in order to achieve the set goals. Stress perceived by employees may come into play as an important factor reducing the efficiency of the organization's work towards its targets and the desired production level.

Consequently, a high level of emotional intelligence of employees increases the productivity, while anxiety and depression may hinder it. Therefore, the above-mentioned variables that are critical for the top management of organizations are considered in this study.

Research Model. After the literature review, the research model shown in *Figure 1* was developed and hypotheses related to the model were formulated.

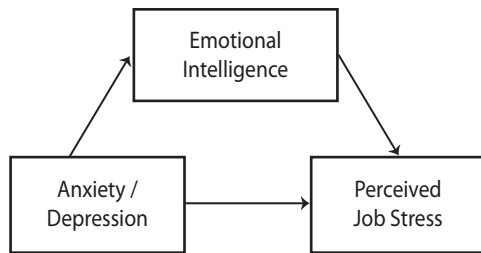


Fig. 1. Research model

Source: developed by the authors

Hypotheses Formulation:

H 1: Anxiety and depression have a statistically significant effect on perceived work stress.

H 2: Anxiety and depression have a statistically significant effect on emotional intelligence.

H 3: Emotional intelligence has a statistically significant effect on perceived work stress.

Results.

Demographic Characteristics and Percentage Distribution. 210 face-to-face questionnaires were administered to healthcare workers. Having considered the data to be analyzed, 10 questionnaires were excluded, since the information filled in by the respondents was incomplete. Thus, the number of participants was determined as 200. The percentage distribution of the demographic characteristics of the respondents is shown in *Figure 2*.

The data obtained through the survey was analyzed statistically. Firstly, the reliability of the scales used and their structural validity were considered. Furthermore, correlation and hierarchical regression analyses were applied to test the research hypotheses.

Internal Consistency. A reliability analysis was performed for all three basic scales (Work-Related Strain Inventory, Emotional Intelligence Scale, Hospital Anxiety and Depression Scale) used in the study, with the findings presented in *Table 1*.

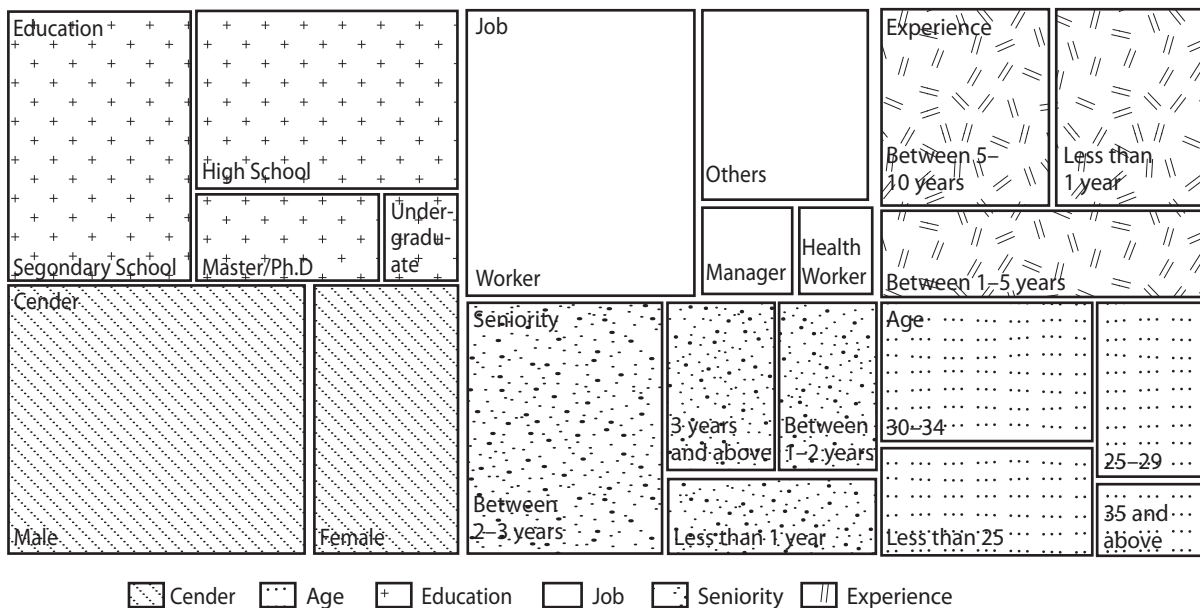


Fig. 2. Demographic characteristics and percentage distribution

Source: developed by the authors

The reliability of Emotional Intelligence Scale (EIS) was high (0.819). As regards the sub-scales: SEA (0.790), OEA (0.768), UOE (0.709), and ROE (0.798), their values demonstrating a very reliable level. Hospital Anxiety and Depression Scale had a high reliability level (0.808). The values for the sub-scales for depression and anxiety were (0.815) and (0.719), respectively.

Confirmatory Factor Analysis of the Emotional Intelligence Scale. The confirmatory factor analysis (CFA) of the EIS

was conducted by 4 sub-dimensions, as described in the literature. The standard factor loadings obtained from the analysis were observed in the SEA sub-scale (0.61; 0.80), OEA sub-scale (0.65; 0.83), UOE sub-scale (0.58; 0.71), and ROE sub-scale (0.64; 0.87). Therefore, none of the items was removed from the analysis (fig. 3).

The EIS was found to be significant, because of χ^2 value (157.119) and χ^2 / df value (1.603). The probability value ($p < 0.05$) was calculated from the model. The fit index values,

Reliability of the scales and sub-scales used in the study

Scale / sub-scale	Nº of items	Cronbach's alpha
Work-Related Strain (WRS)	10	0.789
Emotional Intelligence (EI)	16	0.819
Self-Emotions Appraisal (SEA)	4	0.790
Others-Emotions Appraisal (OEA)	4	0.768
Use of Emotion (UOE)	4	0.709
Regulation of Emotions (ROE)	4	0.798
Anxiety / Depression (HAD)	9	0.808
Depression (DE)	6	0.815
Anxiety (AN)	3	0.719

Source: developed by the authors

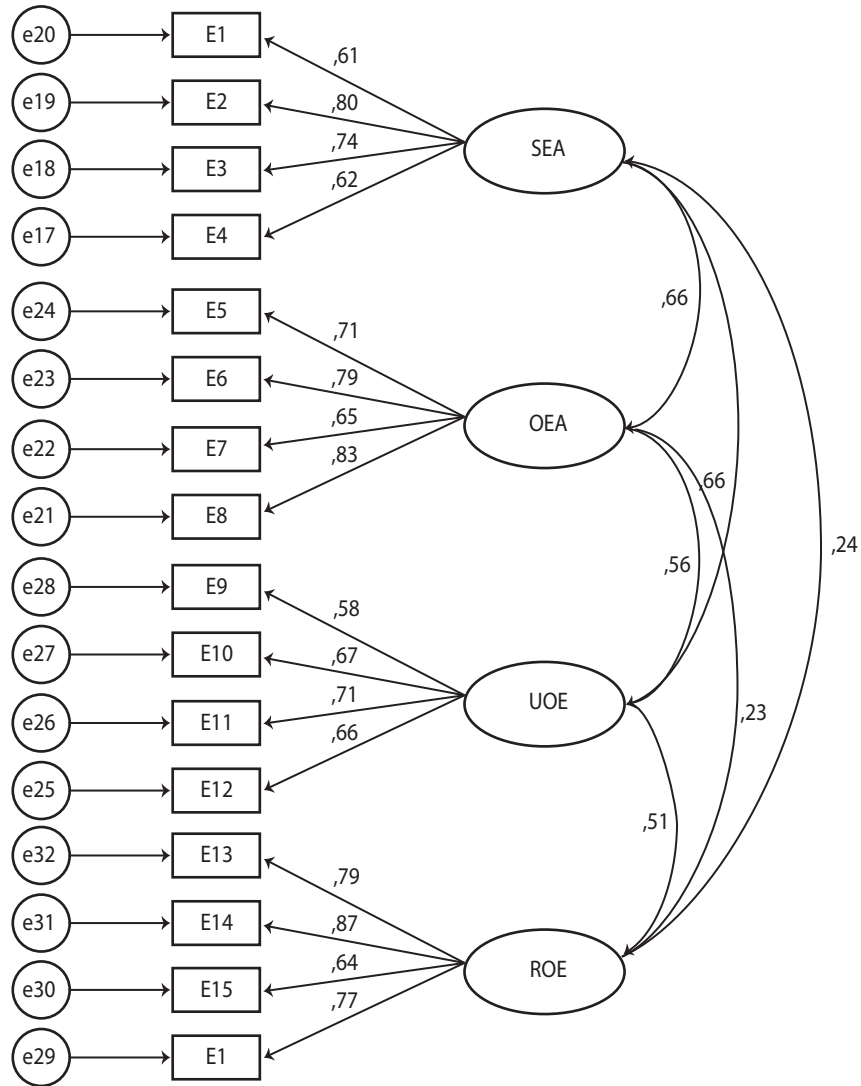


Fig. 3. Confirmatory factor analysis of the EIS

Source: developed by the authors

which were also calculated from the model, were GFI (.908), CFI (.953), and RMSEA (.055). Furthermore, the standard RMR (.049) was calculated. According to all index values, it was obvious that CFA results were within the acceptable limits.

Confirmatory Factor Analysis of the Work-Related Strain Inventory. For the analysis, 10 out of 18 items of the scale were used, 8 items being excluded due to their low factor loadings (<0.5). The CFA performed for the remaining 10 items showed that the values of their factor loadings were in the range (0.56; 0.74) (fig. 4).

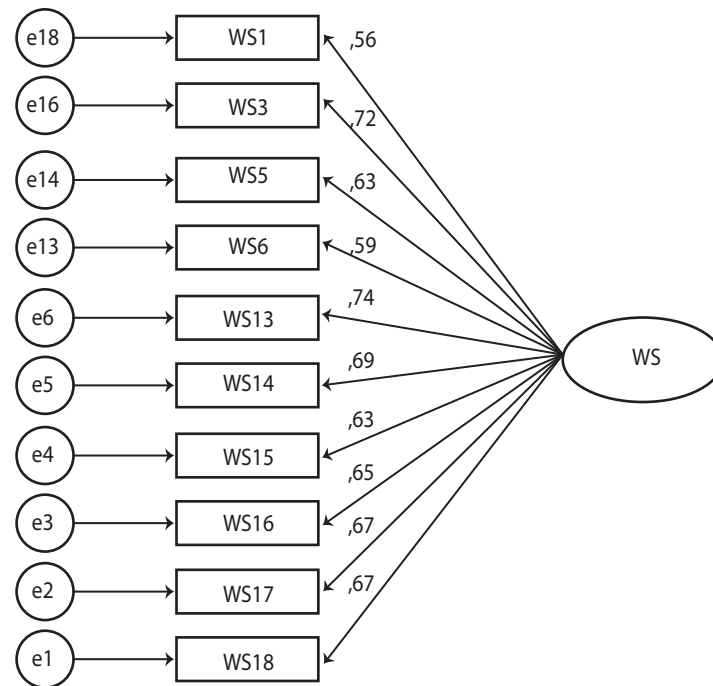


Fig. 4. Confirmatory factor analysis of the Work-Related Strain Inventory

Source: developed by the authors

Confirmatory Factor Analysis of the Hospital Anxiety and Depression Scale (HADS). As a result of the CFA of the 14-item HADS, 5 items with low factor loadings (<0.5) were eliminated. The analysis showed that the factor loadings of the remaining 9 items were in the range (0.52; 0.73) for the AN sub-scale and (0.61; 0.66) for the DE sub-scale (fig. 5).

Since the χ^2 value (50.742) and χ^2/df value (1.810) of the HADS obtained from the CFA were significant, the model was also considered significant. The probability value ($p < 0.05$) was found from the model. The fit index values GFI (.951), CFI (.965), and RMSEA (.064) were also calculated from the model. Furthermore, the standard RMR value (.0498) was calculated. According to all index values, it was obvious that the results of confirmatory factor analysis were within the acceptable limits.

Application of Regression and correlation analyses to the variables used in the research. Regression and correlation analyses were applied to the data set obtained through the survey, to reveal the relationships between the research variables and their effect on the issue under study. The results of the correlation analysis are shown in Table 2.

The correlation analysis showed: a negative correlation (-.354 **) between the variables of HAD and emotional intelligence; a positive correlation (.532 **) between the variables

of HAD and work-related strain; a positive correlation (.767 **) between the variables of HAD and anxiety; and a positive correlation (.748 **) between the variables of HAD and depression, which were statistically significant ($p < 0.05$). How these relationships were determined based on the mentioned dimensions was revealed by the hierarchical regression analysis. The results of the application of the regression analysis to the research data are shown in Table 3.

The results of the confirmatory factor analysis of the WRSI, χ^2 value (50.742) and χ^2/df value (1.818), demonstrated that the model was significant. The probability value ($p < 0.05$) was calculated from the model. The fit index values calculated from the model were found to be GFI (.949), CFI (.951), and RMSEA (.064). Furthermore, the standard RMR (.0693) was calculated. It was obvious that the results of the CFA were within the acceptable limits according to all index values (Schermele et al., 2003 [23]).

When HAD (a dependent variable) and two other variables (independent variables) were subjected to a stepwise multiple regression analysis, 45 % of the variance in the HAD variable was explained. We can describe the findings of the analysis in detail as follows;

1. The HAD variable was positively affected by the work-related strain variable used in the study (.396 **, $p < 0.05$). 15 % of the variance in the HAD variable was due to the work-related strain variable. If work strain increases, the level of anxiety / depression rises.

2. The HAD variable was negatively affected by the emotional intelligence variable (-0.875 **, $p < 0.05$). 10 % of the variance in the HAD was caused by emotional intelligence. If emotional intelligence increases, the anxiety / depression level decreases.

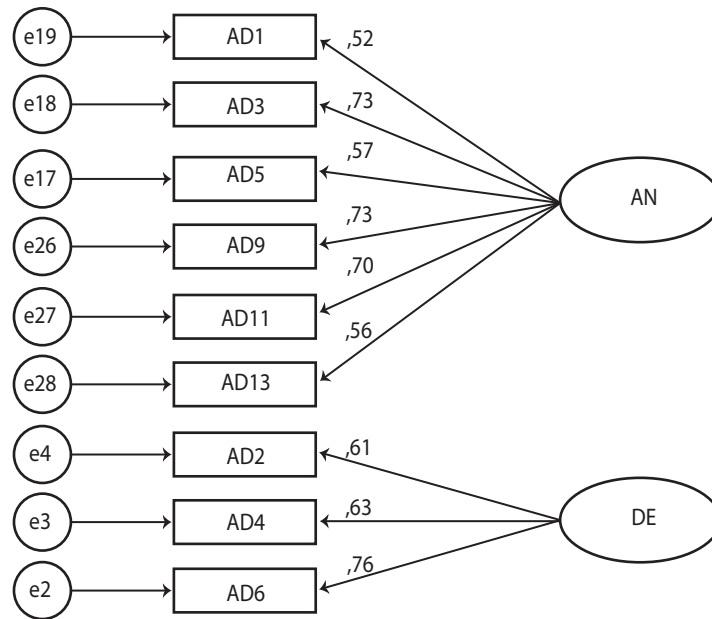


Fig. 5. Confirmatory factor analysis of the Hospital Anxiety and Depression Scale

Source: developed by the authors

Table 2

Correlation analysis of the scales and sub-scales

No	Scales / sub-scales	1	2	3	4	5
1	EI	1				
2	WS	0.19**	1			
3	AN	0.02	-0.028	1		
4	DE	-0.008	0.059	-0.041	1	
5	HAD	-0.354**	0.532**	0.767**	0.748**	1

* $p < 0.05$ ** $p < 0.01$ WS: Work-Related Strain, HAD: Hospital Anxiety and Depression, EI: Emotional Intelligence, DE: Depression, AN: Anxiety

Source: developed by the authors

Table 3

Explanation of the anxiety / depression variable (HAD) by the independent variables of emotional intelligence and work-related strain

Scale	Variable	Unstandardized Coefficients		Standardized Coefficients	t	P	R ²
		B	SE	Beta			
-	(Constant)	2.930	0.384		7.636	0.000	-
EI	SEA	-0.875	0.078	-0.882	-5.494	0.000**	30 %
WRSI	WS	0.396	0.049	0.527	8.017	0.000**	15 %

Dependent Variable: (HAD) Anxiety / Depression; SE: Std Error; 1: Stepwise backward regression analysis; WS: Work-Related Strain; SEA: Self-Emotions Appraisal, EI: Emotional Intelligence

Source: developed by the authors

3. 45% of the variance in the HAD variable was explained by the emotional intelligence and work-related strain variables.

Discussion and Conclusions. At present, it is possible to talk about many organizational behavior variables that can be considered important as concerns employees' performance in organizations and businesses. The literature analysis demonstrated that a large number of researchers examined work-related strain, emotional intelligence, anxiety and depression and tried to reveal the relationships between these dimensions.

The expressions related to the scales selected for the study were translated into Turkish by other authors, their linguistic validation being conducted. According to the results obtained in this study, we can conclude about a high level of reliability of the study scales. Thus, it was accepted that the scales and sub-scales used were correctly understood by the survey participants.

In order to test the structural validity of the research scales and sub-scales, a confirmatory factor analysis was performed for each of them. The confirmatory factor analysis of the Emotional Intelligence Scale was conducted by 4 sub-dimensions, as described in the literature. It revealed that the χ^2 value (157.119) and χ^2/df value (1.603) of the model were significant. The fit index values calculated from the model were found to be GFI (.908), CFI (.953), and RMSEA (.055). Furthermore, the standard RMR (.049) was calculated. According to all index values, it was obvious that the CFA results were within the acceptable limits.

For the analysis, 10 out of 18 items of the scale were used, 8 items being excluded due to their low factor loadings (<0.5). The CFA performed for the remaining 10 items showed that the values of their factor loadings were in the range (0.56; 0.74). Moreover, the CFA results, χ^2 value (50.742) and χ^2/df value (1.818), demonstrated that the model was significant. The probability value ($p < 0.05$) was calculated from the model. The fit index values calculated from the model were found to be GFI (.949), CFI (.951), and RMSEA (.064). Furthermore, the standard RMR (.0693) was calculated. According to all index values, it was obvious that the results of the CFA were within the acceptable limits.

As a result of the CFA of the 14-item Hospital Anxiety and Depression Scale, 5 items with low factor loadings (<0.5) were eliminated. The analysis showed that the factor loadings of the remaining 9 items were in the range (0.52; 0.73) for the AN sub-scale and (0.61; 0.66) for the DE sub-scale. As the χ^2 value (50.742) and χ^2/df value (1.810) of the HADS obtained from the CFA were significant, the model was considered significant. The probability value ($p < 0.05$) was found from the model. The fit index values GFI (.951), CFI (.965), and RMSEA (.064) were also calculated from the model. Furthermore, the standard RMR value (.0498) was calculated. According to all index values, it was obvious that the results of confirmatory factor analysis were within the acceptable limits.

The correlation analysis showed: a negative correlation (-.354 **) between the variables of HAD and emotional intelligence; a positive correlation (.532 **) between the variables of HAD and work-related strain; a positive correlation (.767 **) between the variables of HAD and anxiety; and a positive correlation (.748 **) between the variables of HAD and depression

(Relationship Hypothesis: Acceptance). How these relationships were determined based on the mentioned dimensions was revealed by the hierarchical regression analysis.

As can be seen from the results of the hierarchical regression analysis, performed to determine the effects of HAD (a dependent variable) and independent variables, (1) 45 % of the variance in the HAD variable was explained; (2) the HAD variable was positively affected by work-related strain; (3) the HAD variable was negatively affected by the emotional intelligence variable. It was found that the intelligence scale was not affected by each dimension (Hypothesis: Red).

For this study, 200 people working in different hospitals operating in the European Side of Istanbul were surveyed by easy sampling to obtain research data. The authors did not intend to generalize the findings of the research. However, by means of the findings, the attention of the HR professionals, top managers of organizations, and researchers can be drawn to the influence and strength of the organizational behavior variables.

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