

## The Impact of Emotional Intelligence on Motivation, Empowerment and Organization Structures: A Case of Universities in Islamabad

Muhammad Mohsin Atiq<sup>1</sup>, Aamer Farooq<sup>2</sup>, Dr. Hafiz Mushtaq Ahmad<sup>3</sup>, Dr. Asad Afzal Humayoun<sup>4</sup>

<sup>1,2</sup>SZABIST, Islamabad Pakistan

<sup>3</sup>Bahria University, Islamabad Pakistan

<sup>4</sup>Comstats, Vehari Campus Pakistan

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### ABSTRACT

The purpose of this study is to find out the relationship between emotional intelligence and motivation, empowerment and organizational structures. Emotional intelligence can be understood by ability model. It includes understanding of emotions and how emotions lead to actions and thoughts. A survey of 231 employees of different universities in Islamabad covered measures of emotional intelligence, motivation, empowerment and organizational structures and the scale was adopted. The relationships between emotional intelligence and motivation, empowerment and organizational structures were analyzed using correlations and regression analysis. The findings revealed that emotional intelligence has positive impact on motivation, empowerment and organizational structures. The sample represented only universities located in Islamabad Pakistan. The paper provides practitioners with some advice about understanding and managing emotional intelligence. The paper is the first study that examines the relationship between emotional intelligence, motivation, empowerment and organizational structures.

**KEYWORDS** – Emotional intelligence, Motivation, Empowerment, Organization structures

### 1.0 INTRODUCTION

The initiative for efficiency in organizations is driving the search for understanding the knack and competency of the people that generate or define effectiveness [2]. The emotional and social intelligence capabilities explain a considerable and significant variance in predicting or accepting performance in capability studies [3]. Emotional intelligence has been the subject of a significant volume of literature over the past two decades [4]. The perception of capability-based human resources have gone from a new procedure to a shared practice since [5] as an important differentiator of performance [2]. A capability is explained as a competence or ability [3,5,6,7]. In majority of competency studies, the sample of “outstanding” or “superior” performers is established people are recognized by manifold individuals from each of compound sources [2,3,6,8]. A concept of performance is the foundation for the conception of capability [2].

There are three bunches of competencies that discriminate out performing from ordinary performers all over the world [3,6,8,9,10,11,12,13,14,15,16,17]. Their competencies are classified into three groups such as

- (1) Cognitive competencies, such as systems thinking and pattern recognition.
- (2) Emotional intelligence competencies, including self-awareness and self-management competencies, such as emotional self-awareness and emotional self-control.
- (3) Social intelligence competencies, including social awareness and relationship management competencies, such as empathy and teamwork.

Emotional intelligence is a recent phenomenon and scholars are studying this field for the last couple of decades. Researchers from different school of thought have discovered the contribution of emotional intelligence. Emotional intelligence explains possible outcomes which can be mental and physical health, wellbeing and social support. Very little attention has been given to functions, expression of emotional intelligence in a workplace [18] and its role in shaping employee behavior and work attitudes. Emotional intelligence includes understanding of emotions and how emotions lead to actions and thoughts [1]. Mayer and his colleagues initially used emotional intelligence [19] and ability model of emotional intelligence was described by Salovey and Mayer. Emotional intelligence as a set of ability and social skill, but it is different from intellectual intelligence [20]. Emotional intelligence (EI) is not a solitary construct, but many constructs were developed that measure diverse individual attributes or traits. As research on emotional intelligence has advanced, scientists have identified two unique models

of EI: trait EI and ability EI. This is important to discuss that trait emotional intelligence is related with personality traits. Ability EI is correlated with emotional regulations and coping skills; however ability EI and trait EI are just slightly related concepts, as they have a tendency to be just marginally connected with each other.

Three essential frameworks have developed [21]. The frameworks were focused around the [22] model of emotional intelligence that underscores emotional intelligence as being a construct that was focused around a connection cognition and emotions. Scholar saw emotional intelligence as an ability that can be measured by conventional intelligence tests with an ability test. A variation of this is given by the researchers who concur with [22], however, contend that this ability can be measured through a self-report test. Researchers argue that emotional intelligence is a kind of personality variable. This model of emotional intelligence is regularly alluded to mixed model of emotional intelligence. There has been a lot of accentuation on determining these contrasting models of emotional intelligence [23] furthermore that most researchers now recognize the [22] model as a support for emotional intelligence in research. Researchers discussed the essentialness in measuring emotional intelligence [24].

Emotional intelligence is one of the leadership abilities to know one's own and others emotions, differentiation between these emotions and the use of this information to direct one's behavior and thinking [20]. This definition can be divided into three main parts, expression and evaluation of one's emotion, regulation of these emotions and use of these emotions in the decision making. Scholars discussed that emotional intelligence consists of four components that are regulation of emotions, use of emotions, self-appraisal emotions and others emotions appraisal [25]. Thus emotional intelligence can be understood by ability model. It includes an understanding of emotions and how emotions lead to actions and thoughts [26].

Most of researchers come to agree that emotional intelligence is also a contributing factor in the positive attitude behavior and outcomes. The linkage between motivation and emotions has been stated in a vast range of research [27, 28] and motivation is a basic ingredient of a behavior while developing his concept of emotional intelligence [29]. Motivation is an area of interest by many practitioners and scholars since the last century. Previous literature has divided the motivation into two dimensions. Management can motivate the employees by using coercive power or use reward power. From 1900 to 1970 the management follows the two dimensions one is to be tough and the second to be good. These approaches have significant importance and center of management while motivating workforce.

The purpose of this paper is to review the relevant emotional intelligence literature and to examine the influence of emotional intelligence on motivation, empowerment, organizational structure, and at large the organizational performance particularly in the educational sector. This paper deals with the emotional intelligence competencies to explain how they affect motivation, empowerment, organizational structure and at large organizational performance. The paper will shed light how emotional intelligence plays vital to motivate, empower, and organizational structure amongst the university professional.

## 2.0 LITERATURE REVIEW

### 2.1 Motivation

Motivation is one of the tools which is used by organizations to gain the competitive advantage and compete in the local as well as in the international markets. Contemporary organizations usually develop themselves to compete with their competitors. In the last century organizations have enough time for research and development and new product development. Organizations engage themselves for 5 to 20 years in research and development [30]. With the modernization, the luxury of spending more time has been reduced due to increase in the cost. The time in the decision making and problem solving has also decreased. Those organizations which are slow to change will be eliminated from the market.

Porter and Lawler discussed that both the equity and expectancy models do not fulfill the complex and complicated process of motivation [31]. The model suggests the possibility of achieving rewards and utility of rewards is derived from equity of employees input and output in the job.

Fincham and Rhodes discussed satisfaction as employee encounters in the workplace setting [32]. It has multiple dimensions. According to Porter and Lawler the relationship with the motivation is not determined from the total value of rewards. The value of rewards can be derived with the comparison with their peers it includes intrinsic as well as extrinsic rewards. Employee motivation is usually linked with economic reasons on the other side human mind is more complex and related to satisfaction. The motivation of an employee is divided into two parts extrinsic motivation and intrinsic motivation. Extrinsic motivation can be explained as the employees are able to satisfy his needs and wants through some monetary rewards or compensation. Money may be the primary goal that satisfies the individual needs and wants [33]. External motivation, coordination can be achieved by linking monetary rewards by the organizational goals and objectives. Organizational main idea is to reward the employee, according to their

performance. This philosophic idea can be taken from the reinforcement theory which discuss that pay should be based on the performance.

Another form of motivation is the intrinsic motivation that describes that an individual performs certain tasks for his own sake [34,35], gives psychological advantages of wellbeing [35], enhancing the responsibility[36].

Mathis and Jackson discussed that meaning of the motive is human emotion or it would be some need that makes him to act [37]. Motivation can be seen in three aspects, it encourages certain behavior, it gives direction or cancel that behavior and it tells that how a behavior can be preserved or maintained.

A lot of scholars discuss that money is the poor motivator and hinder in the way of intrinsic motivation, i.e. innovation, creativity and novelty [35,36,38,39,40]. The individual who is more inclined towards the intrinsic motivation are engaged in finding and accepting the challenges [41]. The individual has a high level of interest, confidence and excitement which are driven by intrinsic motivation and explained that intrinsic motivation decreases the extrinsic reinforcement [42]. Intrinsic motivation is the facilitator in the multiple task problems [43,44,45]. The intrinsic motivation describes the desired behavior and outcomes that are required from an individual.

The concept of emotional intelligence as capability to identify and manage emotions [20].Motivation is not a part of emotional intelligence construct [22].Christie and her colleagues argued that motivation is related to emotional intelligence, but motivation is not a part of emotional intelligence [46]. Emotional intelligence is a primary component from which motivation arises. Emotional intelligence is related motivation [47].People with high level of emotional intelligence have ability to motivate one self [20].

Goleman discussed that the human mind consists of emotional mind and rational mind. Employees perception and judgment can be influenced by emotional and rational mind [48]. He said that emotions can grasp the behavior of an individual. He discussed that emotional intelligence can influence in judgment. The rational follows the logical reasoning while the emotional mind does not follow logic, they follow emotions and feelings.

## **2.2 Empowerment**

The empowerment is frequently used term in the management sciences. With the growth of the management discipline and the addition of the new dimensions in the management science the concept of empowerment is being applied and practiced. There are many definitions of the concept and all are agreed upon one point that employee empowerment is a set of managerial practice enhancing work responsibility and autonomy. Individuals are more proactive work oriented. Those who considers the empowerment from the individual perspective takes it a process and refers to “The process of gaining influences over events and outcomes of importance to an individual or group” [49].In other words “empowerment” can be defined as an awarding autonomy to the employees who can work and complete the task at their convenience [50].

Mayoux explained various and multiple dimensions of empowerment make it a difficult concept to define [51]. Its multiple dimensions is co-related with the emotional intelligence (EQ). After many years continuous research, it is now widely accepted that empowerment has become a tool to enhance job satisfaction and job performance. Past research shows that when the authority is given to the employees it increases his internal motivation that leads towards job satisfaction. Empowerment is positively related to the job satisfaction [52].Empowerment means showing the inner abilities and additionally giving chances to employees to demonstrate their capabilities, autonomies and self-determination in working environment[62].The importance is more for the employees who work in the service sector and become a bridge between the firm and its customers [53].The empowered people are very much careful about what they are producing and they have trust and believe in them[63].

The emotional intelligence and the empowerment both relate to the state of mind and have direct relation and concept of empowerment is motivational term[54].Empowerment is multidimensional and cannot be understood by one concept [55]. They presented four dimensions in an individual’s role which are meaning, competence, self-determination and impact. So an individual can be empowered only by understanding his competence and self-determination which can be judged through emotional intelligence (EQ).

Empowered means to understand the human abilities to give birth a human social order [56]. It is to interact with each other’s results more productivity. The mutual understanding can only be developed by being at same emotional (EQ) level. Robinson claims that empowerment can have positive as well as negative repercussions. The empowerment can motivate and can bring more results at the same time empowerment can exploit and bring negative results. The manipulative results of empowerment can yield more serious consequences [56]. The empowerment and emotional intelligence (EQ) are interlinked in this context. The direct linkage can be found between the EQ and empowerment by finding the results after and before empowerment.

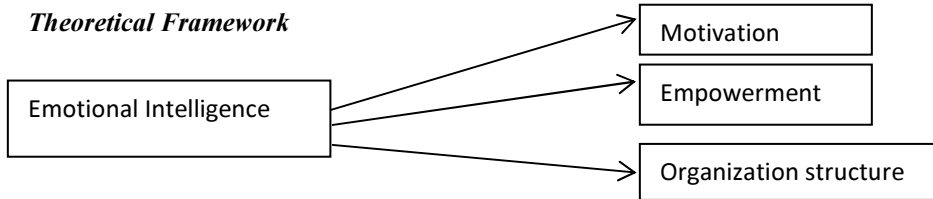
### 2.3 Organization structure

The creation of structures in organizations which fulfill the needs of modern day has become the critical issues for the managers [57]. The importance of different structures in organizations cannot be neglected. It has a strong impact on the managers. The simple and complex organization structures impacts depending on its structures.

The organization structure can be differentiated in three different aspects. The organizations has different types of organizational structures which depends upon the size and volume of the organization. The three hierarchies are vertical differentiation, horizontal differentiation and job specialization or formalization. The vertical differentiation simply as the hierarchical levels in an organization [58] and the horizontal differentiation in functional specification terms [59]. That is the division of various tasks in terms of specialization. Job specialization is the quantity of job titles in an organization and formalization is the set of written certain rules and procedures [59].

The structures are not constant, it's frequently changing and evolving. The working structure in terms of social and functional footing [60]. The functional dimension of structures can be well understood by the three above mention differentiations whereas the social dimension is dynamic and confusing.

Researchers discussed that different structural forms are adopted by local and international organizations [61] and the super technology organizations follow composite structural configurations [58]. The structural differentiation in the organization has linkage with each other. The emotional intelligence (EQ) co-relates to the three levels of differentiations in organizational structures. The co-relation can be better understood in terms of employee and the employer. Emotional intelligence (EQ) has impact on the structures of the organizations.



### 3.0 RESEARCH METHODOLOGY

Population is the people employed in the universities which are located in the geographical area of Islamabad. The sample of this study is first line managers, the middle level managers and top level management of the universities. The sample size of this study is 231 respondents.

#### 3.1 Unit of analysis

The units of analysis are the individual from different universities in the Islamabad where at least two levels of hierarchy are found easily.

#### 3.2 Type of study

This study is casual research, it is also quantitative research in which the researchers are trying to find out the impact and relationship between emotional intelligence (EQ) motivation, empowerment and organization structures. It is descriptive and hypothesis testing study.

Methods: Data reliability, demographic statistics, descriptive statistics, correlation, and regressions tests and methods were applied to analyze the data.

#### 4.0 Data Analysis

**Reliability Statistics Table: 1**

Variable Name	N of items	Cronbach's Alpha
Emotional Intelligence	4	.663
Motivation	7	.736
Empowerment	8	.712
Organizational structures	3	.871

N =231

In our study we use Cronbach's alpha for the reliability. Cronbach's alpha is used for internal consistency that shows how the items are closely interlinked or related in a group. If the value of Cronbach's alpha is near to 1 it is better close to one shows that the items are internally consistent. Value of Cronbach's alpha should be greater than 0.65. Cronbach's alpha of an individual variable has been computed.

**Descriptive Statistics Table: 2**

Variable	Minimum	Maximum	Mean	SD	Skewness	Kurtosis
Emotional Intelligence	2.50	5	3.909	.6736	-.591	-.259
Motivation	1.86	5	3.239	.7647	.358	.364
Empowerment	2.13	4.75	3.795	.6130	- 1.0	.650
Organization structures	1.67	5	4.277	1.111	-.077	-1.396

N =231

Descriptive analysis includes skewness, kurtosis, standard deviation, Mean of the variables and minimum and maximum range. The likert scale ranging from (1=Strongly disagree) to (5= Strongly agree) is used. Skewness is used for the data spreadness or how the data is symmetric. The curve of skewness should not exceed +1 and it should be less than -1. Kurtosis is used to measure the steepness or flatness of the data. The range for the kurtosis should be in between -3 to +3. Otherwise the data is not normal.

**Demographic Table 3**

Demographics	Number of Participants (N)	Percentage (%)
<i>Age</i>		
20 or less	3	1.3
21-30 years	147	63.6
31-40 years	63	27.3
41-50 years	18	7.8
<i>Gender</i>		
Male	219	94.8
Female	12	5.2
<i>Qualification</i>		
Graduate	33	14.3
Masters or Above	198	85.7

N=231

Age table shows that only 3 respondents lies in the age bracket 20 or less. 147 respondent belongs to age group of 21 to 30 and contribute about 63.6% of the total respondent. Respondent in the age group of 31-40 were 63 which represent 27.3 % of the total sample. 18 respondents lies in the age bracket 41- 50 years. In our study 219 respondents were male which contributes about 94.8 % of the total sample. While females are 12 and contributes

about 5.2 percent in the sample. This above table shows the qualification of the respondents, Out of 231 respondents 198 respondents were master or above and 33 respondents were graduates.

**Correlation Table: 4**

	1	2	3	4
1. Emotional Intelligence				
2. Motivation	(.353**)	—		
3. Empowerment	(.665**)	(.248*)	—	
4. Organizational Structure	(.534**)	(.181)	(.432**)	—

\*\* Correlation is significant at the 0.01 level (2-tailed).

Person's correlation is used to measure the relationship between the variable. How the variables are related to each other. The range of correlation matrix lies between -1 to +1. If the variable has negative sign it means it has negative relationship with other variable. If the variable has value near to +1 it means it is strongly positive relationship with other variable. The correlation which is diagonal is always 1 which means that they have perfectly positive linear relationship. If the significance level is smaller than 0.05 it means that variables have linear relationship. In the above table emotional intelligence is positively correlated and have linear relationship with the motivation, empowerment and organization structures ( $r = .353, .665, .534, p = .000$ ).

**Regression Analysis Table: 5**

	B	SE	$\beta$	t
(Constant)	1.663	.486		3.420
Motivation	.401	.123	.353	3.272

$R^2 = .125, \Delta R^2 = .113, F = 10.705, p \text{ value } .000$

\*\* $P < 0.01$

R square is the percentage variation in the dependent variable, the value of R square is .125. Adjusted R square describe that motivation rely .113 or 11.3 % on the emotional intelligence. 1 standard deviation changes in independent variable brings. 401 changes in the dependent variable. Beta shows per unit change how much the criterion variable was influenced by the predictor variable the value of beta is .353. t describes the impact on the predictor variable. If the value of t is greater than +2 or -2 it means it has influence on the criterion variable. The value of t is 3.272 which shows that it has influence on the criterion variable.

**Regression Analysis Table: 6**

	B	SE	$\beta$	t
(Constant)	1.429	.311		4.592
Empowerment	.605	.078	.665	7.718

$R^2 = .665, \Delta R^2 = .443, F = 59.565, p \text{ value } .000$

\*\* $P < 0.01$

R square is the percentage variation in the dependent variable that is .665. Adjusted R square describes that empowerment rely .443 or 44.3 % on emotional intelligence. The value of t is 7.718 it means it has influence on the criterion variable.

**Regression Analysis Table: 7**

	B	SE	$\beta$	t
(Constant)	-.164	.639		-.256
Organizational Structure	.174	.161	.534	5.463

$R^2 = .285$ ,  $\Delta R^2 = .275$ ,  $F = 29.843$ , p value .000

\*\*P < 0.01

R square is the percentage variation that is .285 in the organizational structures. Adjusted R square describes that organization structures rely .275 or 27.5 % on the emotional intelligence .174 changes in the dependent variable. Beta shows per unit change how much the criterion variable was influenced by the predictor variable the value of beta is .534. If the value of t is 5.463 it means it has influence on the criterion variable.

## DISCUSSION

The purpose of this study is to find how much the impact of emotional intelligence on motivation, empowerment and organization structures. The sample size of our study is 231 respondents. A questionnaire was used to collect the data and reliability test, descriptive test, correlations and regression test were applied.

H<sub>1</sub>: There is a relationship between emotional intelligence and employees' motivation

When the correlation test was applied, the result indicates that there is a positive relation between the emotional intelligence and motivation. The correlation between the independent variable and dependent variable is .353. Value of t is 3.272 with (.000) significance affects the motivation. The results says that emotional intelligence has positively impact on motivation

H<sub>2</sub>: There is a relationship between emotional intelligence and employees' empowerment

When the correlation test was applied. The results indicate the positive relationship between the independent variable and dependent variable. Correlation between the emotional intelligence and empowerment was 0.665. Value of t is 7.718 with the significance of (.000). Our results shows that emotional intelligence has an impact of empowerment H<sub>3</sub>: There is relationship between emotional intelligence and organizational structure

When the correlation test was applied, the result shows positive relationship. Correlation between emotional intelligence and organization structures was .534. Value of t is 5.463 with significance of (.000). Result shows that emotional intelligence has an impact on organization structures. To check the dependency regression test was used. In our study the value of F test is 10.705, 59.565 and 29.843 with significance of (.000) which shows model fitness. Our results show that emotional intelligence have an impact on the motivation, empowerment and organizational structures.

### 5.0 Implications of study

There are many implications for the managers, scholars and practitioner. The literature gives the direction to explore emotional intelligence and its impact on the motivation. The results shows E.Q has positive impact on motivation, empowerment and organization structures Managers who are internally motivated, they are empowered in the decision making and having the suitable organization structures are more emotional intelligent. Managers should realize the impact of E.Q on the intrinsic motivation.

### 6.0 Limitations and recommendations

Time constrain is our first limitation. Budget constrain is our second limitation. We have taken 231 sample sizes which is small. To get better results and to make it more general, sample size should be increased. The relationship between the motivation, empowerment and organization structures is quite clear but decision making; problem solving and leadership style should be studied further. Whether have they positive impact or negative relationship. Leader member exchange can also be studied as variable. Organization structure can be classified into bureaucratic or flatter organization structures.

## 7.0 Conclusion

In our study, we explained the linkage of emotional intelligence on motivation, empowerment and organization structures. Emotional intelligence has vital importance in multiple ways. It increases productivity, develop job satisfaction and enhances organizational commitment. Our study explained that emotional intelligence is connected with motivation. Our study contributes in the field of motivation due to emotional intelligence. When the emotions of the employees are hijacked, they are not motivated towards their job. Research shows that due to emotional intelligence empowerment increases which also justify our findings. Emotional intelligence is an essential component in the success of matrix organizational structures. Our study explores the relationship of motivation, empowerment and organization structures with emotional intelligence. We have taken the manager's perspective, but researchers should also on the employee perspective. This study supports the theoretical hypotheses and its contributions to understand the emotional intelligence. The aim of the study to understand and assistance of emotional intelligence to motivation, empowerment and organization structure.

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