# Investigate the Relationship between Understand of Organizational Culture and Emotional Intelligence with Creativity of Primary School Teachers of Shoushtar City

## Aliakbar Ahmadi

Department of Management, Professor and Faculty Payame Noor University, Tehran, Iran

## Sadegh Rezaei

Department of Statistic, Associate Professor and Faculty of Mathematics and Computer Science
Amir Kabir University of Technology, Tehran, Iran

## Raha Motaghian Farhadi\*

Corresponding Author, Ph.D. Student, Department of Public Management, Shoushtar Branch, Islamic Azad University Shoushtar, Iran. Email: raha.mf227@yahoo.com

## Doi:10.5901/mjss.2015.v6n6s6p318

#### Abstract

The purpose of this study was to investigate relationship between understand of organizational culture and emotional intelligence with creativity of primary school teachers Shushtar city. With the descriptive method type of correlational analysis was performed. Statistics population size is 135 people and sample size is 100 people (the size of the sample calculated by Cochran formula and krejcie Morgan), the teachers were Shushtar city; who were selected by random stratified sampling method. Three questionnaires for data collection, organizational culture, emotional intelligence and creativity Abedi was used. Finally, data were analyzed with SPSS software. The following results were obtained: there are negative relationship between market cultures, meritocracy culture, and huge culture with creativity. But there is not a significant relationship between bureaucratic culture and creativity. Also there is a significant positive relationship between emotional intelligence and organizational culture.

Keywords: creativity, organizational culture, emotional intelligence.

#### 1. Introduction

Creativity of employer as a crucial element for improving the performance of organizations in today's highly competitive environment is discussed. (Lopez et al., 2009). At all times, even in our times to survive and thrive and even maintaining the status quo, the innovation and innovation in organizations perpetuate, to prevent them from decline and destruction. Creativity and production of ideas and new ideas by principals and teachers in special education matters. The characteristics of the personality effective on their creativity (Stewart et al., 2006). Today, organizations are successful and can survive in the competitive world that is constantly used in the brand new thoughts and this by administrators and teachers creative as possible.

Many variables can create, and contribute to organizational creativity. One of these variables influence and important to creativity in educational organizations is corporate culture. (Jalili, 2007). Creativity is the emergence of new ideas and intellectual. While the innovation, implementation of the idea and thought. Creativity and innovation have often a long way, and a new thought comes in the form of new products or services. (Alvani, 1994). Organizational culture as, fairly uniform set of values and beliefs, customs, traditions and practices relatively stable knows that transmitted by members of the organization body. Emotional intelligence is a range of abilities, competencies and other non- cognitive skills that the ability to satisfy needs, and the success of the environmental pressures that influence. Emotional intelligence is a combination of the merits of the individual and the individual and determines effecting human behavior. (Ziedner 2004).

Emotional intelligence is one of the things that has attracted the attention of educators and researchers. So far, the concept of intelligence has taken an evolutionary process. (Simmons, 2001). People with emotionally intelligent understand beliefs and principles that a significant excitement, and are able to correctly assess the situation and express

their feelings skilled. For this reason, Emotional intelligence is an integrated component, it means that convergence towards what is acceptable culture. In addition, it is possible in an individual emotional event, traditions and customs and has positive consequences for themselves and others, even if the deviation will be seen as a creative emotional event.

Therefore, in parallel with the concept of emotional intelligence to the emotional creativity, as a new area of discussion is the interaction between emotion and cognition attention.

## 2. Statement of the Problem

Creativity is a way that help people with usage it add their experience depth, so that the human experience his unknown dimensions, as well as. Creativity of the most important goals of education, and one of the most important missions of educational organizations. To develop and strengthen creativity in educational organizations, above all the creative and innovative management, efficient and effective. Because the attitude of managers to the creative, makes learning environment to the innovative environment. (Samkhanian, 2002). Creative director who could effect on the organization's culture and their organizations in the creation and maintenance of cultural factors that enable (Zareei, 1999). One of the main challenges infront of the modern management is organizational culture developed that in it valuing for innovation and the creativity. (Pendey, 2009).

Since creativity are not the same with education literacy but there are many differences between the two concepts, and thus as a society of Iran cannot be known a creative and dynamic society. Thus, in the current situation, and given the rapid developments in the world and the need to achieve progress and change is inevitable, this research (the relationship between organizational culture with creativity and emotional intelligence among primary school teachers in the city of Shushtar) as targets.

## 3. The Aim of the Research

Investigate relationship between organizational culture with creativity and emotional intelligence elementary school teachers of Shushtar city.

The main hypothesis: it seems that there are a significant relationship between creativity and emotional intelligence and organizational culture.

Sub assumptions:

It seems that there is a significant relationship between the dimensions of organizational culture and creativity.

It seems that there is a significant relationship between creativity and emotional intelligence.

It seems that there is a significant relationship between emotional intelligence and organizational culture.

## 4. Conceptual Definitions of the Variables

## 4.1 Organizational Culture

It is a pattern of beliefs and symbols, symbols and everyday practices that deny done all organizations. The culture of the organization is own organization, and to the beliefs and principles when referred to as a solid foundation to serve management system. And strengthen the basics. He believes that culture is not easily visible and contacts but in a way it knows very well the importance of the organization, and the culture law is more powerful than any other law. (Denison, 2005)

Culture is the special way of life that is seen among individuals and communities (Taylor, 1994).

## 4.2 Emotional Intelligence

Emotional intelligence is a skill that, the holder can be achieved through self-awareness control his emotions, through self-management to improve it, through empathy, to understand their impact. (Khaef and Dostsr, 2004)

Emotional intelligence includes awareness to emotions and how to relation and interact this emotional with IQ. The person who wants the best and most successful, you should be aware of their emotions and others. (Kierstead, j. 1999)

Four elements: self-awareness, self-management, social awareness, relationship management emerges in two core skills individual capabilities and social capabilities. Individual capabilities focus on the person, and social capabilities focus on individual relation with others. (Stys and Brown, 2004)

## 4.3 Creativity

Creativity of employer is as a crucial element to improve the performance and viability of organizations in today's highly competitive world. (Lopez et al., 2009). The creativity is innovative and useful ideas about products, services, processes and business practices that people create organizations. (Amabyl et al., 1996). Creativity requires that people think differently from others, are deeply involved in the issue, attention from various angles to their issues and information, processes and the ideas that they did not have nothing to do mix with together and create the logical relationship between. (Shin et al., 2012).

Research conceptual model: researcher self-made model

#### 5. Research Theoretical Framework

#### 5.1 Virosak

Virosak believes that organizations before any action, including the knowledge act, they should have a careful look at his organizational culture. Organizational culture is as a major factor in the knowledge management. The ability and capacity of usage information and technology, and innovation capabilities in the management and processes relies on the ability of learning lies within the organization. And knowledge management system into a learning organization, should be able to work activities and individual learning with together harmonized (Nikpour, salaghehe, 2010)

#### 5.2 Morhed, and Griffin

Morhed, and Griffin (2001), believe that the culture on the one hand is to humans. Hidden phenomenon that unites the fields of thought, a sense of direction, and people are forced to work. And organizational culture considered the most important factor for shaping the work environment, and is the complex phenomenon that the process of development and organizational transformation has a significant role. (Nasirin, etal, 2012)

#### 5.3 Baron- on

From Baron Perspective emotional intelligence is one of the effective variable on the coping strategies quality with stress. Emotional intelligence are components that can provide a new vision about improve the quality of life and efficient coping with stressful situations. According to the Baron pattern, including the ability of the emotional and social related together skills and analysts that is how to understand and express themselves, others understand and communicating with them and deal with everyday demands dictate. (Baron- on)

## 5.4 Gino and Ariel

Believe that the creativity of nature subjects could predict the truth subjects. And also provided the relationship between creativity and non-honesty when is stronger which justify non-honesty is more difficult. In his view, creativity get a moral flexibility to the person that, through it can be for various reasons, to provide variety for unethical behavior. And we should look creativity from different angles. But all sides have a common feature, but it is possible that use creativity in the wrong way (unethical) can be used. (Gino, 2012)

## 5.5 Golman

Goleman believes that, skill in managing emotions and emotions is one of the most important factors in successful communication and conflict resolution. (Golman, 2004).

## 5.6 Martins and Blanch

Successful of organizations today have a relatively high based on creativity, innovation, discovery and invention (Martins, 2003)

## 6. Research Background

- Research findings of Dimitrios and colleagues (2015), with title the relationship between organizational culture
  and job satisfaction of new banking institutions in Greece showed that its assumptions which pay to the culture
  of the organization as a special institution that deal anticipated levels of satisfaction between employers. And a
  standard for measured the job satisfaction. And finally showed that there is a significant relationship between
  organization culture and job satisfaction.
- Research findings of Leehu and colleagues (2015), with title the creator of (parents') emotional intelligence in a sample of children (children), for the management of first type diabetic patients showed that, our assumptions that the community creator of emotional intelligence, by going samples of other children, who are out of first type diabetic, pay. Emotional intelligence community, with reference to the management of glycerin, the difference between the two types of diabetic criteria search. Factors are in the demographic chart showing levels that they have left the community of assessment. The results of these negotiations and discussions are available to the models and theoretic.
- Research findings of Rujie and colleagues (2015), with title the role of mediator (mediation) from identify relationships between followers and the moderation role from the creative leader expectations, shows that the results of this paper, to literature and written by moderation and why and how (pay to identify the relationship between them) and when (the leader by high creativity expectations where placed), leadership is a changes of positive relationship towards creative leadership.
- Research findings Tiffany et al. (2015), with title Reconsidering the accuracy of follower leadership ratings show that we examine several explanations for rater effects that are associated with follower individual differences, contextual factors, and even research methods, such as the type of measure used, that may bias ratings of leader behavior. We also develop a conceptual model to illustrate these processes. Finally, we offer potential solutions to increase accuracy in follower reports of leader behavior.
- Research findings of Munira Rezai and colleagues (2014), with title evaluate the relationship between
  organizational culture of the school and organizational commitment of high school teachers demonstrated
  show that there are significant a positive and significant relationship between organizational culture, and every
  single component of school organizational culture and organizational commitment of teachers.
- Research findings of Ahmadi (2014), with title creativity and non-honesty showed that creativity even after controlling the intelligence predicted the non-honesty and this prediction is much stronger in the wanton group than justified group. And creativity in addition to the positive aspects has the negative aspects.
- Research findings of Seyedi et al. (2014), with title evaluate the relationship between organizational culture
  with creativity and organizational change among elementary school principals area one of Shiraz, showed that
  there is a significant relationship between the dimensions of organizational culture and creativity and there is a
  significant relationship between dimensions of organizational culture with change and innovation.
- Research findings, Abdolahi. et al. (2014), with title evaluate the impact of the need to recognize, self-increase motivation and interest to learning on the sales staff creative of industrial companies Mazandaran province showed that learning has a positive effect on individual creativity. And concluded that those sales staff who need to recognize, the desire to have more self- increase and attitude to learning and more creativity will be have than the other sales staff.
- Research findings, Farahmand nasab et al. (2014), with title evaluate the impact of Emotional Intelligence on the conflict between work and life of high school female teachers working in school district 19 in Tehran, show that emotional intelligence training was to reduce the conflict between work and life teachers in the intervention group.
- Research findings of Habibi et al., (2013), with title the effecting of emotional intelligence on coping strategies
  with stress in people with visual impairment showed that individuals with visual impairment in emotional
  intelligence training sessions on the usage reduce of non-adaptive coping strategies in dealing with situations
  Stressor influence. So perhaps the emotional intelligence training, increase the use of logical and rational
  method as well as personal efficiency increase and improve environmental compatibility.
- Research findings, Khanzadeh, F. et al. (2009), with title evaluate the relationship between organizational culture and job satisfaction of high schools teachers in the city of Babylon, showed that organizational culture dimension with teacher job satisfaction have a positive relationship and there are a significant relationship between components of risk-taking, leadership and conflict situations, coordination, management support, rewarded with job satisfaction, while there are no relationship between the individual supporting components

and the rules and regulations with job satisfaction.

## 7. Methodology

This study in term of aim is practical research. Since this study focuses on the current situation in the domain of descriptive research type of cross-sectional and because studied the relationship between the variables is type of correlational.

## 8. The Statistics Population

The statistics population of this study included 135 teachers (primary school) is the city of Shushtar.

This study examined the relationship between the understand of organizational culture and emotional intelligence perceived with the creativity of primary school teachers in 2015 in the city of Shushtar which was conducted in the city elementary schools city of Shushtar.

## 9. Sampling Method

The sample of this research consisted of 100 people of primary school teachers Shushtar city to select it classified sampling method selected. The sample size is calculated using the Cochran formula and Morgan and krejcie table. To collect the required data in this field were used three questionnaires, including: (emotional intelligence questionnaire, Abedi creativity questionnaire and organizational culture questionnaire of Cameroon). The Cronbach's alpha obtained for them as follows: (emotional intelligence approximately 83%, creativity approximately 44% and organizational culture approximately 80%), which is indicative the high validity of the questionnaire. And to analyze the data collected in this study, descriptive statistics (mean, standard deviation, maximum and minimum participants) and inferential statistics (Pearson correlation coefficient, multiple regression analysis, ANOVA test) using the software is used.

## 10. The Findings of the Research Hypotheses

**Table 1.** Simple correlation coefficients of organizational culture dimension and creativity (the first sub-hypothesis)

| Variable       | 1        | 2       | 3      | 4       | 5        |
|----------------|----------|---------|--------|---------|----------|
| 1- Creativity  |          | -0.121* | -0.101 | -0.147* | -0.162** |
| 2- Market      | -0.121*  |         | 0.834  | 0.803   | 0.795    |
| 3- Bureaucracy | -0.101   | 0.834   |        | 0.833   | 0.798    |
| 4- Meritocracy | -0.147*  | 0.803   | 0.833  |         | 0.775    |
| 5- Tribal      | -0.162** | 0.795   | 0.798  | 0.775   |          |

<sup>\*\*</sup> Significant at 0.01 level (\*\*P< 0.01)

According to the results of Table 1, which shows the correlation between the variables, it can be admitted that, there are negative correlation between market culture with creative (P = 0.033) and between meritocracy culture with creative (P = 0.013) and between huge culture with creativity (P = 0.007). (P < 0.05), but there is no relationship between bureaucracy culture and creativity (P > 0.05).

Table 2. Simple correlation coefficients of organizational culture dimension and creativity (the third sub-hypothesis)

| Variable                   | 1       | 2       | 3       | 4      | 5       | 6       |
|----------------------------|---------|---------|---------|--------|---------|---------|
| 1- Creativity              |         | 0.256** | 0.161** | 0.183* | 0.428** | 0.345** |
| 2-Self- awareness          | 0.256** |         | 0.535   | 0.427  | 0.333   | 0.723   |
| 3- Self-management         | 0.161** | 0.0.535 |         | 0.475  | 0.438   | 0.821   |
| 4- Social awareness        | 0.183** | 0.427   | 0.475   |        | 0.549   | 0.746   |
| 5- Relationship management | 0.428** | 0.333   | 0.438   | 0.549  |         | 0.780   |
| 6- Emotional Intelligence  | 0.345** | 0.723   | 0.821   | 0.746  | 0.780   |         |

<sup>\*\*</sup> Significant at 0.01 level (\*\*P< 0.01)

<sup>\*</sup> Significant at 0.05 level (\*P< 0.05)

<sup>\*</sup> Significant at 0.05 level (\*P< 0.05)

According to the results of Table 2, which shows the correlation between the research variables, it can be conclude that, with 99% confidence there are significant and positive correlation between emotional intelligence (total score) (P = 0.0001) and self-awareness dimension (P = 0.0001) and Self-management (P = 0.007), Social awareness (P = 0.03), Relationship management (P = 0.000) with creativity (P < 0.05).

**Table 3.** Multiple correlation coefficients, emotional intelligence and organizational culture (the fourth hypothesis) (Multiple regression analysis with stepwise method)

| Variable                 | 1        | 2        | 3       | 4       | 5       | 6        |
|--------------------------|----------|----------|---------|---------|---------|----------|
| 1-organizational culture |          | -0.345** | 0.121*  | -0.101  | -0.147* | -0.162** |
| 2-emotional intelligence | -0.345** |          | 0.114   | 0.134*  | 0.152*  | 0.101    |
| 3- Market                | -0.121*  | 0.114    |         | 0.834** | 0.803** | 0.795**  |
| 4- Bureaucracy           | -0.101   | 0.134*   | 0.834** |         | 0.833** | 0.798**  |
| 5- Meritocracy           | -0.147*  | 0.152*   | 0.803** | 0.833** |         | 0.775**  |
| 6- Tribal                | 0.162**  | 0.101    | 0.795** | 0.798** | 0.775** |          |

<sup>\*\*</sup> Significant at 0.01 level (\*\*P< 0.01)

Results in Table 3 show that there are significant relationship between emotional intelligence and organizational culture and between the market culture with emotional intelligence and the meritocracy and huge culture with emotional intelligence (P< 0.05), but there is no significant relationship between bureaucracy culture and emotional intelligence. (P >0.05).

**Table 4.** Chi-square statistics relationship between creativity and emotional intelligence and organizational culture (the main hypothesis)

| Variable                                | Chi-square statistics( $\chi_2$ ) | D.f | Sig. level (P) |
|---|-----------------------------------|-----|----------------|
| Creativity and intelligence and culture | 27.05                             | 24  | 0.00           |

With 0.05 error and 95% confidence level calculation Chi-square is greater than the table Chi-square (21.03 <27.05). Considering the degree of freedom 24, assuming (H0) is rejected, it can be said with 95%confidence between variables are relationship.

### 11. Conclusions and Recommendations

According to the assumptions of this study can be concluded and offered:

- According to the results of the first sub-hypothesis, there are negative and significant relationship between
  market culture with creativity, between meritocracy culture and creative and between huge culture and
  creativity. But there is not significant relationship between the bureaucratic culture and creativity. Therefore, it
  is recommended the offers presentation system and criticism should be strengthened, that criticism culture
  institutionalized.
- According to the results of the second sub-hypothesis, there is a significant positive relationship between emotional intelligence and the components of self-awareness, self-management, social awareness and relationship management with creativity. Therefore, it is recommended technical and managerial various skills training in the organization staff in order to carry out the activities is more capable.
- 3. According to the results of the results of the third sub-hypothesis, there are significant relationship between organizational culture, between market culture and the culture of meritocracy with emotional intelligence but there is no significant relationship between bureaucracy culture and emotional intelligence. Therefore, it is recommended that the culture as a facilitator factor or possibly a deterrent factor to creativity and innovation in organizations to be more in-depth study.
- 4. According to the results of the main hypothesis, creativity, emotional intelligence and organizational culture have significant relationship.

Human resources in organizations is as capital organization, therefore, it recommended that the position of human resources valued, their issues and concerns have identified the areas suitable for the development of talent and maturation of human resources round talent.

<sup>\*</sup> Significant at 0.05 level (\*P< 0.05)

#### References

Abdollahi, b. Rezaee, s. (2014). The Effect of Need for Cognition, Self Enhancement Motive, and Learning Orientation on Sale Employees' Creativity. Knowledge & Research in Applied Psychology Vol 15. No. 4 (Continuous No. 58) - winter 2014. PP: 68-58

Ahmadi, a. (2014). Creativity and lack of honesty: justify immoral inequality. Developmental Psychology: psychologists Iran eleventh year, No. XI. Pp. 41-31. ..

Alvani, S.M (1994). General Management. 3th edition, Tehran: Ney publication. (In Persian)

Amabile, T.M., Conti, R., Coon, H., Lazenby, J. and Herron, M. (1996), Assessing the Work Environment for Creativity." Academy of Management Journal, 39: 1154–1184.

Bar-On R. The Bar-On Model of Emotional-social Intelligence (ESI). Psicothema. 2006. 18. pp: 13-25

Denison, D.R, (2005). Organization culture to the botton line, organizational effectiveness.

Dimitrios B, Athanasios K, George V, Labros S. (2015). Organizational Culture and Job Satisfaction of Greek Banking Institutions. Procedia - Social and Behavioral Sciences 175 (2015). PP: 314 – 323

Farahmand nasab, F. Hosseini, M. Mohammadkhani, K. (2014). The effects of emotional intelligence on the conflict between work and life of high school teachers working in school district 19 in Tehran. Journal of Educational Innovations, No. 49, pp. 91-81, 2014.-Gino, F., & Ariely, D. (2012). The dark side of creativity: Original thinkers can be more dishonest. Journal of

Goleman, D. (2004), emotional intelligence emotional self-awareness, empathy .tranzlate by Parsa, N. Tehran, growth (original work published 1995)

Habibi, Z, Javed, Khosro, Khanradh, M. (2013). The effectiveness of emotional intelligence training on coping strategies for people with visual impairment. Journal of Nursing and Midwifery. 24. No. 71. pp. 29- 21 years.

Jalili, F. (2007). Study of relationship between culture and organizational creativity of high school teachers and leaders' view of four districts of Shiraz. MA thesis of educational management and planning. Shiraz University. (In Persian)

Khanzadeh F, Ahmadi, H. (2009) an investigation of the Relationship between Organizational culture and Job Satisfaction among Guidance School Teachers in Babol. M.A. Thesis. Tarbiyat Mo'allem University. (In Persian).

Khaef elahi, M, Dostdar, M (2004) dimensions of emotional intelligence, Management and Development, No. 18.

Kierstead, J. (1999). Human Resour Manaement Trends and Issues. Emotional Intelligenece in The work place. Research directorate-PSC.

Klimas, A. J. (may1997). Reengineering in the real world. Management accounting volume 78 number 11, 30-36

Leehu, Z. Tally, L. and, Anna, Z. (2015). Parent's emotional intlligence and childrens type I diabetes management. Journal Health Psychology. 18(9), PP: 1121-1128

Lopez-Cabrales, A., Perez-Luno, A., & Cabrera, R.V. (2009), Knowledge as a Mediator Between HRM practices and innovative activity, Human Resource Management, 48, 485–503.

Martins, E. C.; Blanche, F. (2003). "Building organizational culture that stimulates creativity and innovation". European journal of innovation management. 1: pg 64-74.

Moorhead, J. & Griffin, R (2001) Organization Behaviour, Translated by Mehdi Alvani and Gholamreza Me'marzadeh. (6th Ed). Morvarid. Pub.

Nasiri, F. Ghanbari, S. Niknami, M & Akhoondi, M. (2012) On the Relationship between Organizational Culture and the Perception of Capability among High School Principals in Hamadan. Quarterly journal of New Approaches in Educational Administration. Vol 3 No. 1, pp1-20. (In Persian).

Nikpour, Amin. Salajeqeh,Sanjar (2010), Relationships between knowledge management and organizational culture View of Kerman University of Medical Sciences faculty members, Management beyond No. 14

Pandey, Sharadindu. Sharma, RRK (2009). Organizational Factors for Exploration and Exploitation, J. Technol. Manag. Innov, Volume 4.

Rezai, d. (2014). The relationship between organizational culture and organizational commitment of teachers in secondary schools. University of Marv Dasht. New approach in the Journal of Management, Vol. V, No. 4, pp. 214-195

Rujie, Qu. Onne, J. Kan, Sh. (2015). Transformational leadership and follower creativity: The mediating role of follower relational identification and the moderating role of leader creativity expectations. The Leadership Quarterly 26 (2015) 286–299.

Lopez-Cabrales, A., Perez-Luno, A., & Cabrera, R.V. (2009), Knowledge as a Mediator between HRM practices and innovative activity, Human Resource

Management, 48, 485-503.

Seyedi, M, Shahidi, N, Shole, M. (2013). Relationship between organizational culture and creativity and organizational change among elementary school principals area of Shiraz. . University of Marv Dasht. New approach in the Journal of Management, Vol. V, No. 1, pp. 54, 39

Shin, S.J., Kim, T.Y., Lee, J.Y. & Bian, L. (2012), Cognitive

Stys Yvonne, Shelley. Brown (2004). A review of the emotional intelligence literature and implication for correction, research branch correction serrice of Canada.

Taylor, S. (1994). Patent and Trademark office sets the standard for reengineering government. Industrial engineering volume 26, number 1, 36-39.

Team Diversity and Individual Team Member Creativity: A Cross-Level Integration, Academy of Management Journal, 55, 197-212.

Tiffany, H. Robert, G. Birgit, S. (2015). Reconsidering the accuracy of follower leadership ratings. The Leadership Quarterly 26 (2015)

220-237.

- Sam Khanian, M.Rabie (2002). Creativity and innovation in educational management and organization, Tehran: Art Sepand. (In Persian).
- Simmons, S. (2001). Multiple intelligences at the middle level: Models for learning in art and across the disciplines. Journal of National Art Education Association, 54, 18-24.
- Stewart, G.L. (2006), a Meta-Analytic Review of Relationships between Team Design Features and Team Performance. Journal of Management, 32, 29–54.
- Ziedner, M. Matthews, R. P. (2004). Emotional Intelligence in the Workplace, a Critical Review. Applied Psychology, 53 (3), 371-399 Zareei Matin, Hassan (1999). Methods of organizational culture modification, management knowledge. NO. 46. (In Persian)