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Designing a Communication Model of Perceived Organizational Support and Social Capital with Emotional Intelligence of HRs in Crisis Management of the RCS of Yazd Province, Iran

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Original Article

Abstract

INTRODUCTION: Perceived organizational support facilitates employees' tendency to identify the humanitarian characteristics of an organization. Social capital encompasses concepts such as trust, cooperation, and collaboration among members of a group or society, forming a purposeful system that guides them toward achieving goals. Also, emotional intelligence represents an evolved form of attention to human resources in organizations and serves as a modern and appropriate tool for managers to control crises and guide individuals toward organizational objectives.

METHODS: This study is of a survey-cross-sectional type in terms of its applied purpose. The statistical population includes all senior staff and experts of the Red Crescent Society (RCS) of Yazd province, 220 people were selected as a sample using Morgan's table.

FINDINGS: This study utilized causal relationships based on structural equations. The PLS model was tested based on two models, initially evaluating external models. The validity and reliability estimates of external models were assessed according to the criteria proposed in the reflective and mixed external models, then the internal model was evaluated. The external model, equivalent to the measurement model in covariance-based structural equation models, determined the relationship between latent variables and observed indicators.

CONCLUSION: The results indicate that the coefficient of influence of perceived organizational support on emotional intelligence is significant and 0.8% of the variance of perceived organizational support is shared with emotional intelligence based on the Coefficient of Determination (R^2).

Keywords: Perceived organizational support; Social capital; Emotional intelligence; Human resources.

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Introduction

Organized human activities don't always follow regular patterns or have sufficient time allocated to them. Sometimes, situations arise without prior preparation or awareness where pre-designed human resource programs lose their effectiveness, necessitating alternative measures. The level of perceived organizational support among employees reflects their internal feelings about the organization's care and attention. Employees who feel well-supported by their organization believe that when they need support for work or personal matters, their organization will provide timely and adequate assistance. Various forms of organizational support encourage employees to automatically manage and lead tasks, ultimately increasing organizational productivity. (1)

Organizational support theory involves the formation of employees' general beliefs about how much an organization is interested in their well-being and values their contributions and roles. (2) Sometimes employees interpret direct supervisor support as organizational support, extending their supervisor's support to represent the organization as a whole. (3)

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Organizational support refers to individuals' generalized beliefs and feelings that the organization values its members' cooperation and assistance, and is concerned about their wellbeing and future. Employees who experience high levels of perceived organizational support feel obligated to perform their roles with appropriate behaviors and attitudes that benefit their organization, thereby reciprocating the organizational support. (4)

Organizational support theory maintains that perceived organizational support is shaped by employees' general beliefs about how much an organization values their role and attends to their welfare. (5)

Kahsari (2023) showed in her research that there is a significant relationship between perceived organizational support and social capital and its dimensions. (6)

The most effective managers are those who understand employees' perceptions of their work environment and can intervene effectively during natural or artificial crises when the organization is threatened. Good and effective managers must also be able to manage their own emotions so that employees can trust them, feel positive about working with them, and have confidence that their leaders possess high emotional intelligence to overcome crises. In short, employee-centered managers are those with high emotional intelligence. (7)

The third millennium requires human resources with high levels of self-confidence, commitment, and cooperative spirit who can control and manage existing crises. These capabilities result from the ability to recognize and manage one's feelings and accurately understand and communicate them to others. Emotional intelligence is so crucial for success that it accounts for 60% of performance across all job types and can be the single largest factor in predicting workplace performance and the strongest force for leadership and success. Perhaps the best advantage of emotional intelligence is that it's a highly flexible skill. No matter how low an employee's emotional intelligence may be, they can improve it with practice, and those who initially score low can practically catch up with their colleagues.

Research conducted at the University of Queensland, Australia, shows that individuals with weak emotional intelligence and job performance can catch up with high-performing colleagues simply by working to improve their emotional intelligence. After studying numerous individuals in the workplace, they found that 90% of those with excellent job performance also have very high emotional intelligence. (8)

Emotional intelligence has a profound effect on health outcomes as it reduces stress when dealing with difficult situations. Life-threatening illnesses create intense fear and suspicion, and it benefits patients to address and understand these emotions. Its physical impact is so strong that research conducted at Harvard Medical School, using brain imaging, has proven that physical changes in the brain occur alongside changes in emotional intelligence. In these studies, the traffic flow between the brain's logic and emotion centers has shown that this traffic has a real effect on the size and structure of these two centers. (9)

In one study examining the role of emotional intelligence in moderating stress, burnout, and mental health among 302 managers and nurses working in burn hospitals, results showed that emotional intelligence moderates the relationship between stress and mental health variables. Moreover, individuals with high emotional intelligence experience fewer effects from stress and burnout and show lower levels of depression. Those with lower emotional intelligence demonstrate weaker adaptation and adjustment when facing life stressors, consequently becoming more susceptible to hopelessness, depression, job burnout, and other negative life outcomes. (10)

Another study examined the relationship between emotional intelligence and social adaptation among female students at Allameh Tabataba'i University during 2004-2005. Results revealed significant correlations between emotional intelligence variables (self-motivation, self-awareness, self-control, social consciousness, and social and communication skills) and social adaptation. (11) Career success shows significant direct relationships with emotional intelligence sub-components (self-awareness, sense of responsibility, assertiveness) within organizations. In other words, increasing emotional intelligence sub-components leads to greater career success and reduced burnout. (12)

Research examining the relationship between emotional intelligence and job stress and health found no correlation between any emotional intelligence components and job stress, depersonalization, emotional exhaustion, or performance decline. This finding suggests that no single emotional intelligence capability alone is

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sufficient to reduce stress sources and emotional irregularities. (13)

Farajzadeh et al. (2021) concluded in their study that organizational silence plays a mediating role in the relationship between perceived organizational support and work performance, and the effect of perceived organizational support on work performance with the mediating role of organizational silence is 43% positive. (14)

Research examining the relationship between spiritual intelligence and happiness among 125 nurses working in Bushehr Medical Science hospitals demonstrated a significant direct relationship between nurses' spiritual intelligence and happiness. These researchers also assessed the impact of demographic characteristics on spiritual intelligence and happiness, finding that marital status, age, work experience, education, and economic status all influence the relationship between spiritual intelligence and happiness. They noted that developing nurses' spiritual intelligence helps them maintain a comprehensive perspective on different life patterns and a professional sense of higher goals, acquire broader communication skills, and -considering that nurses work in environments where life, health, and death are significant- enables them to understand the true meaning of events and meaningful work environment while maintaining sustainable happiness. (15)

This research focuses on designing a model to identify appropriate relationships between perceived organizational support, social capital, and emotional intelligence of human resources in crisis management at the RCS of Yazd province. The goal is to enhance crisis management capabilities, which require mastery over behavior and emotional control during crises when quick action and correct decision-making are crucial, enabling managers to transform even-threatening situations into opportunities.

These are pressing needs faced by all organizations, especially relief organizations, particularly in crisis conditions such as floods, earthquakes, and political and economic crises. In such situations, the need becomes more pronounced-managers must possess much stronger emotional intelligence and be able to influence both their own emotions and those of their staff to prevent crises or mitigate their destructive effects.

Methods

The descriptive-correlational research is applied in terms of purpose and since data was collected at a single point in time qualifies as a cross-sectional survey.

Structural equation modeling (SEM)

Structural Equation Modeling (SEM) was used to analyze causal relationships. Due to the complexity of the research model, the Partial Least Squares (PLS) method was employed using SmartPLS software to test the conceptual research model. PLS path modeling does not provide a GOF index; therefore, a list of criteria has been proposed for evaluating partial models. (16) The principled application of these criteria includes a two-stage process: a) evaluation of the outer model (measurement model) b) evaluation of the inner model (structural model).

The Goodness of Fit (GOF) criterion

To assess the model's quality and validity, validation checks were employed, which include the CV-redundancy (Q2) and CV-communality (H2) indices. Stone-Geisser's Q2 value indicate the appropriate and acceptable quality of both measurement and structural models. Although existing PLS algorithms report goodness-of-fit statistics such as Bentler-Bonett Normed Fit Index, they are based on the assumption that the estimated model parameters are adjusted to minimize the difference between the observed and reproduced covariance matrices, an assumption that is not present in PLS. The overall GOF criterion can be obtained by calculating the geometric mean of the average of the communality values and R2. For this index, values of 0.1, 20.0, and 36.0 are described as weak, moderate and strong, respectively.

After entering the data in SPSS software, reliability was calculated. The obtained alpha coefficient for both individual questionnaire items and the overall questionnaire exceeded 0.7, indicating high questionnaire consistency.

Composite Reliability

Cronbach's alpha is a traditional metric for determining component reliability, therefore PLS employs a more modern measure known as Composite Reliability (CR). To better measure reliability in the PLS method, both of these criteria are used. A CR value above 0.7 for each component indicates adequate internal consistency

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for the measurement models, and a value less than 0.3 indicates a lack of reliability.

Findings

According to Table 1, empathy shows the lowest mean value among the variables, while motivation demonstrates the highest. Since the skewness value is in the range (-3 and +3), it can be said that the data has a normal distribution.

Table 2 shows that the trust-building variable exhibits the lowest mean value, while fairness and equality demonstrate the highest. Furthermore, since the skewness values fall within the range of (-4 to +4), it can be said that the data follows a normal distribution.

As shown in Table 3, the cognitive variable shows the lowest mean value, while the structural variable exhibits the highest. Additionally, since the skewness values fall within the range of (-5 to +5), it can be said that the data follows a normal distribution.

Table 1. description of emotional intelligence variables

Variable	Minimum	Maximum	Mean	Standard Deviation	Variance	Kurtosis	Skewness
Self-awareness	2.40	4.60	4.110	0.540	0.293	1.384	-1.950
Self-regulation	2.57	4.29	3.757	0.475	0.226	0.703	-1.093
Motivation	3.00	5.00	4.258	0.460	0.212	1.605	-1.042
Empathy	1.86	4.00	3.350	0.539	0.291	1.527	-1.210
Social Skills	2.31	4.56	3.496	0.575	0.331	-0.395	-0.099

Table 2. Description of perceived organizational support variables

Variable	Minimum	Maximum	Mean	Standard Deviation	Variance	Kurtosis	Skewness
Fairness and equality	2.20	4.02	4.12	0.540	0.265	1.358	-1.320
Supervisor support	2.43	4.11	3.32	0.475	0.213	0.25	-1.265
Organizational rewards	3.00	4.00	4.33	0.460	0.256	1.354	-1.525
Trust building	1.02	3.00	3.02	0.139	0.178	1.072	-1.236
Fairness and equality	2.21	4.08	3.45	0.575	0.326	-0.356	-0.458

Table 3. Description of social capital variables

Variable	Minimum	Maximum	Mean	Standard Deviation	Variance	Kurtosis	Skewness
Relational	2.40	4.60	4.110	0.540	0.293	1.384	-1.950
Cognitive	2.11	4.29	3.175	0.24	0.116	0.263	-1.093
Structural	3.00	5.00	4.258	0.460	0.212	1.605	-1.042

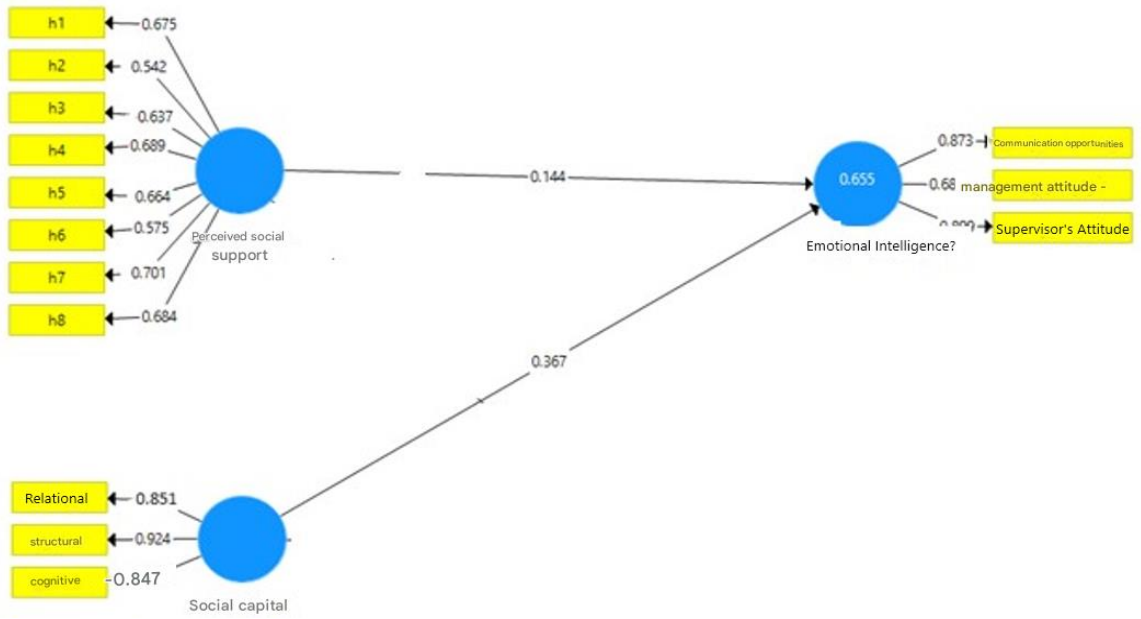

Figure 1. Model of perceived organizational support, social capital, and emotional intelligence

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Table 4. Factor loading coefficients

Variable	Components	Factor Loading
Perceived organizational support	Fairness and equality	0.675
Perceived organizational support	Supervisor support	0.542
Perceived organizational support	Organizational rewards	0.637
Perceived organizational support	Trust building	0.689
Perceived organizational support	Decision-making participation	0.664
Perceived organizational support	Job attachment	0.575
Perceived organizational support	Job context	0.701
Perceived organizational support	Organizational commitment	0.684
Social capital	Relational	0.851
Social capital	Cognitive	0.847
Social capital	Structural	0.924
Emotional intelligence	Management's attitude toward emotional intelligence	0.680
Emotional intelligence	Supervisor's attitude toward emotional intelligence	0.899
Emotional intelligence	Communication opportunities	0.873

Table 5. Variables normality test

Variable	Distribution type used	Significance level	Error value	Hypothesis confirmation	Result
Emotional intelligence - self-awareness	Normal	0.077	0.05	H0	Normal
Emotional intelligence - self-regulation	Normal	0.200	0.05	H0	Normal
Emotional intelligence - motivation	Normal	0.085	0.05	H0	Normal
Emotional intelligence - empathy	Normal	0.100	0.05	H0	Normal
Emotional intelligence - social skills	Normal	0.108	0.05	H0	Normal
Perceived organizational support	Normal	0.086	0.05	H0	Normal
Social capital - relational	Normal	0.079	0.05	H0	Normal
Social capital - cognitive	Normal	0.095	0.05	H0	Normal
Social capital - structural	Normal	0.085	0.05	H0	Normal

Table 6. Reliability values for perceived organizational support, social capital, and emotional intelligence

Variable	Cronbach's Alpha	CR	Convergent Validity
Perceived organizational support	0.733	0.701	0.520
Social Capital	0.799	0.745	0.534
Emotional Intelligence	0.763	0.861	0.677

Factor Loading Coefficients

The first factor that should be considered in evaluating the model is one-dimensionality of indicators. Within the complete set of indicators, each indicator should have a factor loading value greater than 0.6. It's important to note that factor loading values less than 0.3 are considered weak and should be eliminated from the set of indicators. According to Table 4, the factor loading coefficients are higher than 0.5, therefore the measurement model demonstrates acceptable reliability.

Testing for Normality

In this research, the well-established Kolmogorov-Smirnov test is used to assess the normality of distribution for the main variables. Based on this test, there is no significant difference between the expected distribution and the observed distribution for all variables, thus confirming that these variables follow a normal distribution. (Table 5)

As shown in Figure 1, the factor loading coefficients are higher than 0.5, therefore the measurement model demonstrates acceptable reliability.

The Convergent Validity

According to the criterion of the Average Variance Extracted (AVE), an AVE value higher than 0.5 indicates acceptable convergent validity. In this study, AVE values are greater than 0.5, so the convergent validity is acceptable.

As shown in Table 6, the Cronbach's alpha and CR values for all variables exceed 0.7, while the convergent validity values are greater than 0.5 for all variables, indicating satisfactory model reliability.

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Discriminant Validity Using Fornell-Larcker Criterion

In PLS modeling, discriminant validity is considered acceptable when the diagonal values in the correlation matrix exceed their corresponding values below them.

Table 7. Fornell-Larcker values for perceived organizational support, social capital, and emotional intelligence

Variables	1	2	3
Perceived organizational support	0.648		
Social capital	0.541	0.731	
Emotional intelligence	0.540	0.695	0.823

Based on the values shown in Table 7, the square root of AVE values on the matrix diagonal exceeds their corresponding values below each cell, indicating reasonably acceptable discriminant validity.

Table 8. Communality values and R^2 for perceived organizational support, social capital, and emotional intelligence

Variable	Communality	R^2
Emotional Intelligence	0.458	0.655

As shown in Table 8, only endogenous variables have R^2 values. After calculations, the GOF index for emotional intelligence was determined to be 0.548, which represents a good indicator and demonstrates strong overall model quality.

First hypothesis

According to factor loadings and Structural Equation Modeling, perceived organizational support is correlated with emotional intelligence.

The findings presented in Table 9 indicate that the Impact factor of perceived organizational support on emotional intelligence is significant. Specifically, perceived organizational support has a significant effect on emotional intelligence (β=0.088). Based on the coefficient of determination (R^2), 0.8% of the variance in perceived organizational support is shared with emotional intelligence.

Second hypothesis

According to factor loadings and Structural Equation Modeling, there is a relationship between social capital and emotional intelligence.

The findings in Table 10 demonstrate that both the Impact factor and social capital have significant effects on emotional intelligence. Specifically, social capital has a significant impact on emotional intelligence (β=0.203). Based on the coefficient of determination (R^2), 4.1% of the variance in social capital is shared with emotional intelligence.

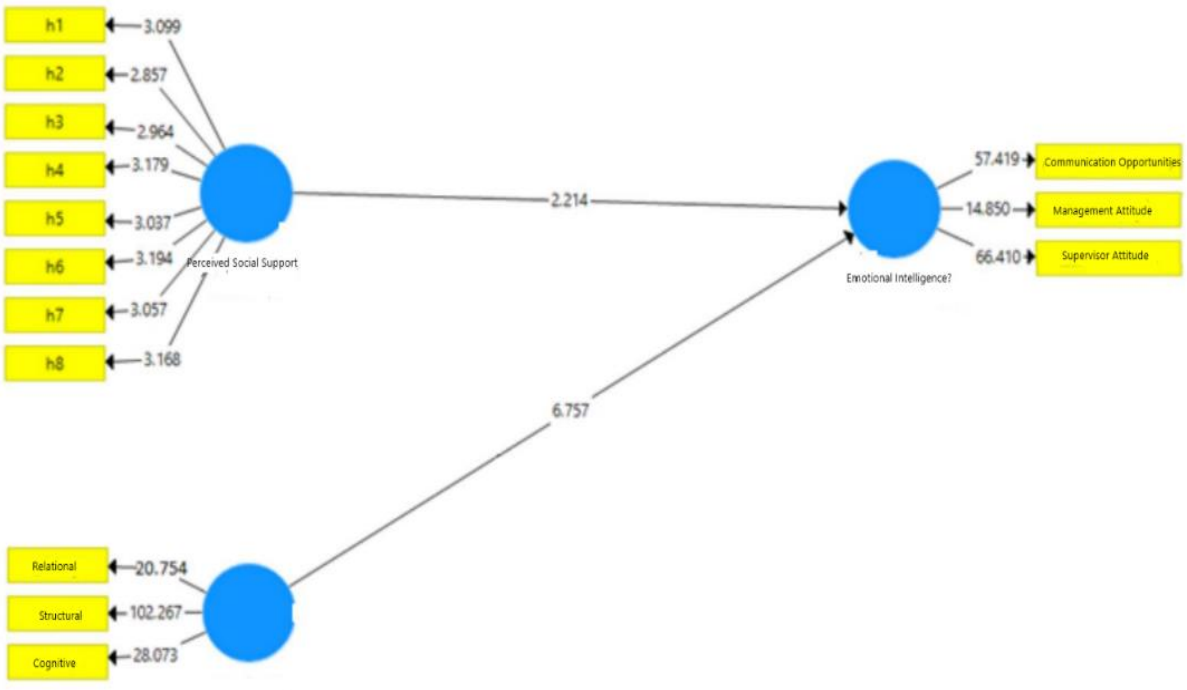

Figure 2. Relationship model of perceived organizational support, social capital, and emotional intelligence

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Table 9. Impact factor of perceived organizational support on emotional intelligence

Criterion Variable	Organizational Silence				
Statistical Indices of Criterion Variable	Impact factor	Impact factor squared	T-value	P-value	Result
Social Capital * Emotional Intelligence	0.088**	0.008	2.189	0.029	Hypothesis confirmed

Note: significance at the p<0.05 level.

Table 10. Impact factor of social capital on emotional intelligence

Criterion Variable	Organizational Silence				
Statistical Indices of Criterion Variable	Impact factor	Impact factor squared	T-value	P-value	Result
Social Capital * Emotional Intelligence	0.0203**	0.041	4.897	0.001	Hypothesis confirmed

Note: statistical significance at p<0.05 level.

Discussion and Conclusion

Using measurement model fit indices, factor loadings, and structural equation modeling, the results indicate significant relationships between the research variables. It can be claimed that at a confidence level of 0.99%, all research variables have a significant relationship with each other. Furthermore, the results show that the impact factor of perceived organizational support on emotional intelligence is significant. Specifically, perceived organizational support has a significant effect on emotional intelligence (β=0.088). Based on the coefficient of determination (R^2), 0.8% of the variance in perceived organizational support is shared with emotional intelligence.

Emotional intelligence has a direct and positive impact on COVID-19 crisis management characteristics. However, among organizational commitment components, only continuance commitment relates to the dependent variable, while other organizational commitment variables (normative and affective commitment) showed no causal relationship with the dependent variable. (17)

Since modern organizational behavior is facing increasing complexities, it is essential for managers and employees of organizations to become more familiar with these complexities and to recognize appropriate ways to deal with them. It should be noted that the environment always ruthlessly selects among the existing competitors in a specific field of work, and those that cannot respond better to environmental demands and gain the trust of their work environment are ordered to leave the cycle of competition (18)

Jamali Cherosh and Azimi (2018) showed in their research that there is a positive and significant relationship between social capital and its dimensions (cognitive dimension of social capital, relational dimension of social capital, and structural dimension of social capital) and perceived organizational support and according to the Friedman test, the most important dimension of social capital is its cognitive dimension. (19)

Additionally, organizational leadership requires specific characteristics to adapt to changes and ensure survival and growth in new environments, characteristics that managers often struggle to demonstrate. Emotional intelligence is one of the most important traits that can help leaders and managers respond to these changes. (20)

Emotional intelligence is a concept that attempts to explain and interpret the role of emotions and feelings in human capabilities. Managers with high emotional intelligence are effective leaders who achieve objectives with maximum efficiency, employee satisfaction, and commitment. This article explains emotional intelligence and its application in the selection and development of perceived organizational support and social capital in human resource management.

Ethical Considerations

There were no ethical considerations in this research.

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Author's Contributions

This research was conducted entirely by the author alone.

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Conflict of Interests

None

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