

The Effect of Individual Innovation and Emotional Intelligence on Positive Organizational Behavior

Nuri Berk Gngr (Corresponding author)

Faculty of Sports Sciences, Balıkesir University, Balıkesir, Turkey

E-mail: nuriberkgungor@gmail.com

Zulbiye Kaçay

Faculty of Sports Sciences, Çanakkale University, Çanakkale, Turkey

E-mail: zzkacay@gmail.com

Fikret Soyer

Faculty of Sports Sciences, Balıkesir University, Balıkesir, Turkey

E-mail: fikretsoyer@gmail.com

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Abstract

The purpose of this research is to examine the effects of individual innovation and emotional intelligence levels on organizational behavior of the participants working in the Provincial Directorate of Youth and Sports. The study group of the research consists of 77 female (38.7%) and 122 male (61.3%) participants working in the Provincial Directorate of Youth and Sports. As a data collection tool in the research; Individual Innovation, Emotional Intelligence and Positive Organizational Behavior Scales were used. The participants drew a high level of innovative profile; It can be stated that he has an above-average level of emotional intelligence and organizational behavior. According to the results of the research; A significant, positive and moderate relationship was found between individual innovation, emotional intelligence and organizational behavior. In addition; It can be said that 53% of organizational behavior is explained by individual innovation and emotional intelligence characteristics.

Keywords: Individual innovation, Emotional intelligence, Organizational behavior

1. Introduction

Republic of Turkey Ministry of Youth and Sports, General Directorate of Sports is a socially important organization because it is a structure that appeals to large masses in the society and because of its task in developing sports in the country, spreading it from the grassroots and presenting it to the public (Kaçay & Soyer, 2020). It is considered important that it works in cooperation with higher education institutions that provide sports education and that it provides opportunities for the employment of people who graduate from these institutions. In addition, it is among the factors that contribute to sports education that it carries out programs for the training of trainers, who are among the stakeholders of sports, and that it targets personnel development through in-service trainings.

Therefore, the survival of an organization in the national and international arena by minimizing the effects of globalization reflected in all areas of society, including sports, will be possible with the diversity that will be revealed by the organization's personnel, which is one of the most prioritized production factors in organizational life (Yıldız & Bostancı, 2016). When considered from this point of view, the concept of individual innovation comes to the fore.

The concept of innovation can be mentioned as the most important factor that will facilitate adaptation to changes and developments in the organizational environment. In this respect, it can be said that innovation is a premise in adapting to change (Devloo et al., 2014). Innovation is the presentation of ideas that can be useful to the organization and make a difference (Damanpour & Aravind, 2011). The main purpose here is to reveal the knowledge, skills, abilities and experiences of each individual in order to achieve the foreseen organizational goals (Baysal, 2016). Scott and Bruce (1994) argue that four elements (leader, individual, work group, an innovative organizational climate) must interact in order to reveal individual innovation (Scott & Bruce, 1994). Hurt, Joseph, and Cook (1977) emphasize that in order to be able to talk about innovation, it is necessary to be enthusiastic about change, development and trying different things. In short, individual innovation refers to the actions of individuals who are open to change and new experiences, who are pioneers in making a difference, and who do not hesitate to take risks in this regard. Being innovative and exhibiting innovative behaviors is possible by activating different types of intelligence. In this context, the contributions of emotional intelligence as a type of intelligence can be mentioned.

Emotional intelligence is a type of intelligence that enables the individual to control himself and his emotions and supports the individual in dealing with problems easily (Mumcuoğlu, 2002). In addition, it can be expressed as a talent that will contribute to the regulation of the relations with the environment and people with which the General Directorate of Sports personnel are in constant communication and interaction, to the management of emotions and to exhibit positive organizational behavior by using their empathic tendencies.

On the other hand, without intelligence, which is defined as the ability to see the similar and

different aspects between objects, individuals, actions and emotions, and to analyze their relations with each other while exhibiting behavior (Mayer et al., 2001), it is not possible to talk about effects such as directing any behavior in an individual's life and reaching his goals.

In order for organizations to achieve their goals, it is important to cope with the competitive environment brought by globalization, to adapt to technological developments and changing conditions, in short, to minimize or eliminate the negative effects of these concepts that will affect the continuity of the organization (Yıldız & Çiftçi, 2021). Overcoming this situation depends on the personnels' ability of exhibiting the necessary behaviors inside and outside the organization. In this respect, positive organizational behavior, which focuses on the behaviors that can be improved, advanced and managed well rather than the mistakes and faults of the employees (Luthans et al., 2008), gains importance. Among these behaviors there are optimism, hope, self-efficacy and resilience that facilitates coping with problems. In order to achieve organizational success and ensure sustainability by providing competitive advantage, all kinds of variables that can contribute to positive organizational behavior of employees should be investigated and revealed.

In this direction, it was aimed to determine to what extent the individual innovation and emotional intelligence levels of the personnel of the General Directorate of Sports, whose goal and task is to ensure that all individuals who make up the society can benefit from sports activities on equal terms, and who contribute to the creation of a healthy generation in this respect, contribute to the levels of positive organizational behavior.

2. Method

2.1 Research Model

This research, in which the effect of individual innovation and emotional intelligence level of the participants working in the General Directorate of Youth and Sports, on organizational behavior was examined, was designed in a relational screening model and a descriptive structure. Relational screening model, on the other hand, is a research model that aims to determine the existence and/or degree of change between two or more variables (Karasar, 2013).

2.2 Research Group

The study group of the research comprised of 77 females (38.7%) and 122 males (61.3%) participants working in the General Directorate of Youth and Sports in 2020. In the formation of the study group of the research, the easily accessible sampling method was preferred among the purposeful sampling methods. The mean age of the participants in the study was determined as 37.81 ± 9.17 .

2.3 Data Collection Tools

2.3.1 Individual Innovation Scale (IS)

Individual Innovation Scale was developed by Hurt, Joseph, and Cook (1977) and adapted into Turkish by Kılıçer and Odabaşı (2010). Scale has a 5-point Likert structure and consists

of 4 sub-dimensions and 20 items in total. These sub-dimensions are; resistance to change, opinion leadership, openness to experience and risk taking. The innovation score is calculated by subtracting the total score obtained from the negative items from the total score obtained from the positive items in the scale and adding 42 points. In total, the lowest 14 points and the highest 94 points can be obtained from the scale. According to the calculated scores, the individual innovation profiles of the participants can be obtained. If the calculated score is above 80, it is expressed as “Innovative”, between 69 and 80 as “Pioneer”, between 57 and 68 as “Questionist”, between 46 and 56 points “Skeptical” and below 46 points as “Traditional”. Also, individuals with a score above 68 are attributed as highly innovative, while individuals with a score below 64 are interpreted as low in innovation. When the original form of the scale is examined, the reliability coefficient is .82. (Kılıçer & Odabaşı, 2010). The reliability coefficient obtained from the data set is was determined as .79.

2.3.2 Emotional Intelligence Scale (EI)

The scale was developed by Chan (2004, 2006) and brought to the literature. Consisting of 12 items, the scale also consists of 4 sub-dimensions. The sub-dimensions are; emotional appraisal, empathetic sensitivity, positive emotional management, and positive use of emotions. In the original form of the study, the internal consistency coefficient for the whole scale was .85. The internal consistency coefficient of the data set used in the research was determined as .96.

2.3.3 Positive Organizational Behavior Scale (POB)

The scale was developed by Luthans et al. (2007). Although the total number of items of the scale is 24, it is structured as 4 sub-dimensions. Sub dimensions; named as “optimism”, “psychological resilience”, “hope” and “self-efficacy”. The internal consistency coefficient in the original form of the scale is .93, and the internal consistency coefficient obtained from the data set is .95.

2.4 Analysis of Data

While performing the analysis of the data set, first of all, the Shapiro-Wilk test significance results were examined and the skewness and kurtosis values were taken into account in order to determine whether the data set was normally distributed. These values for the measurement tools used in the research are between -1.5 and +1.5 (BYO: -.25, .56; DZ: -.60, 1.44; OD: -.96, 1.16). The relevant result shows that the data set used in the research meets the normal distribution conditions (Tabachnick & Fidell, 2013). Pearson Product Moments Correlation Coefficient (r) was used to determine the relationship between the variables in the study. Multiple linear regression analysis was applied between individual innovation, emotional intelligence and positive organizational behavior variables. In addition, descriptive statistics were used in order to determine the average scores obtained from the scales. The analyzes used in the research were carried out using SPSS 22 Package Program and Excel Database.

3. Results

In this section, the findings obtained as a result of the analysis of the data are given.

Table 1. Average scores of participants from Individual Innovation, Emotional Intelligence and Organizational Behavior Scales

Scales	N	Min.	Max.	\bar{x}	S
Individual Innovation Scale	199	38.88	46.00	43.01	1.40
Emotional Intelligence Scale	199	1.00	5.00	4.05	.86
Organizational Behavior Scale	199	1.42	5.00	3.76	.72

The average score of the participants in the Individual Innovation Scale ($\bar{x} = 43.01$), Emotional Intelligence Scale ($\bar{x} = 4.05$) and Organizational Behavior Scale ($\bar{x} = 3.76$) was showed in Table 1.

Table 2. Examination of the relationship between variables by Pearson Product-Moment Correlation

	IS	EI	OB
IS	1		
EI	.61**	1	
OB	.66**	.65**	1

Note. IS: Individual Innovation; EI: Emotional Intelligence; OB: Organizational Behavior.

$p < .01$.

Considering Table 2, a significant, positive and moderate relationship was determined between individual innovation (IS), emotional intelligence (EI) and organizational behavior (OB).

Table 3. Multiple regression analysis results on the prediction of organizational behavior

		Standardize β	Standad Error	Critical Rate	P	R ²
Organizational Behavior	Individual Innovation	.43	.03	7.01	***	.53
	Emotional Intelligence	.38	.05	6.27	***	

Note. *** $p < .001$.

When the analysis results were examined a statistically significant effect was determined on

the relationship between individual innovation (IS) and emotional intelligence (EI) and organizational behavior (OB), ($\beta_1 = .43$; $p < .001$; $\beta_2 = .38$; $p < .001$). Considering the Squared Multiple Correlations (R^2) value seen in Table 3; It can be said that 53% of organizational behavior is explained by individual innovation and emotional intelligence characteristics.

4. Discussion

A total of 199 personnel, 77 females (38.7%) and 122 males (61.3%), participated voluntarily in this study, which aims to determine to what extent the individual innovation and emotional intelligence levels of the personnel of the General Directorate of Sports contribute to the levels of exhibiting positive organizational behavior.

According to the results of the analysis, it was determined that the individual innovation ($\bar{x} = 43.01$) and emotional intelligence ($\bar{x} = 4.05$) levels of the participants were high. It is seen that there are studies in the literature that support the research results (Güngör & Kurtipek, 2020; Kılıçer & Odabaşı, 2010; Kurtipek & Güngör, 2019). According to this finding, it is possible to say that employees are open to different experiences and can lead new ideas by not resisting change and taking risks.

According to another finding, employees got a score above the average ($\bar{x} = 3.76$) from the organizational behavior scale. According to this finding, it is possible to state that behaviors that will guide a wide variety of positive outcomes about the organization are exhibited. Because there are many positive issues in the field of organizational behavior such as motivation, job design, conflict, locus of control, negotiation, power, leadership, communication, organizational culture, job satisfaction, organizational commitment and organizational change that can contribute to organizational success (Coşkun & Tabak, 2017; Kaçay, Güngör, Yenel, & Soyer, 2020; Robbins & Judge, 2012; Uğur, 2021).

In addition, a significant, positive and moderate relationship was determined between the three variables (individual innovation, emotional intelligence, and positive organizational behavior). Kıvrak (2018) found a significant and positive relationship between emotional intelligence and individual innovation in his study. He also emphasized that emotional intelligence is effective in overcoming difficulties, which contributes to exhibiting innovative behavior and enabling employees to reveal their creativity more easily.

Emotional intelligence in the literature; There are also studies on the relationship between variables such as life success (Baron, 2001), interpersonal relationships (Fitness, 2001), critical thinking disposition (Çelik & Güngör, 2020) and work stress (Nikolaou & Tsaousis, 2002; Slaski & Cartwright, 2002). Accordingly, having a high level of emotional intelligence brings along the ability to easily cope with stressful situations, to shape social relationships in the right direction, and to be successful in life in general.

Employees with a high level of emotional intelligence are optimistic, they can find ways to cope with problems more easily by associating them with their previous experiences, they can take a more active position in human relations, as their ability to understand the emotions, thoughts and feelings of the other party through gestures, facial expressions and tones of

voice, they can take a more active position by thinking about the positive results to reach a goal. they can motivate themselves, they are aware of the reasons for their own emotional states, they are skilled in generating new ideas and they can leave positive effects in their environment. Considering all these effects of emotional intelligence, it is possible that the levels of individual innovation and organizational behavior are high.

In organizations with high emotional intelligence, it is mentioned that there is an increase in performance, effective communication, high motivation and an efficient working environment (Doğan & Demiral, 2007). According to the multiple regression analysis, it was determined that individual innovation and emotional intelligence explained organizational behavior by 53%. From this point of view, it can be stated that individual innovation levels and emotional intelligence status have a serious importance in the development of organizational behavior characteristics of individuals. As a result, in order to contribute to exhibiting positive organizational behaviors, an organizational climate can be created where innovation, different ideas and emotional intelligence are supported, and where cooperation and interaction are intense.

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