



## THE EVALUATION OF COMMUNICATION SKILLS AND EMOTIONAL INTELLIGENCE IN THE CONTEXT OF WORK VALUES

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### Abstract

Communication skills and emotional intelligence have been proved to have positive relationships with almost all organizational variables, like job satisfaction, motivation etc. Values are one of most important determinants of beliefs, attitudes and behaviors. Although there have been many separate researches of communication skills and emotional intelligence, including the relationship between them, they have not been investigated under the values perspective. The congruence between the work values of organization and individuals leads to the realization of many positive organizational expectations. This study questioned the roles of communication skills and emotional intelligence on values, linking values, skills and intelligence. In other words, the interactions between work values and emotional intelligence and communication skills were investigated. The study employed a quantitative approach of scientific inquiry which combined descriptive, relational, and comparative models. The sample consisted of a moderate sample size in Turkey. Organizational Culture Profile (OCP; O'Reilly, Chatman & Caldwell, 1991) was used to assess work values. Communication skills were measured by Evaluation of Communication Skills Questionnaire (Korkut, 1996) and emotional intelligence was assessed through adopted Emotional Competence Inventory (ECI, Boyatzis, Goleman & Rhee, 2000). A demographic data sheet also administered. Data were analyzed by correlation coefficients, analysis of variances and multiple regression techniques. How work values interact with emotional intelligence and communication skills and its implications have been discussed.

**Keywords:** Work values, communication skills, emotional intelligence, organizational communication, work behavior

### Introduction

Values were one of most important determinants of beliefs, attitudes and behaviors. Effective organizational communication, individual and organizational values could be associated with communication skills. Almost all organizational variables had relationships with communication skills (Chiang, 1998; Clampitt & Downs, 1993; Greenbaum, Clampitt, & Willihnganz, 1988; Hopper, 2009) and emotional intelligence (Boyatzis & Van Oosten, 2002; Vakola, Tsaousis, & Nikalou, 2004). Granting there have been many separate researches of communication skills and emotional intelligence, including the relationship between them, they have not been investigated under the values perspective. The congruence between the work values of organization and individuals leads to the realization of many positive organizational expectations. This study questioned the roles of communication skills and emotional intelligence on values linking values, skills and intelligence. In other words, the interactions between work values and emotional intelligence and communication skills were investigated.

### Individual and Organizational Values

Values were the basis of decisions, behaviors, feelings and thoughts of the individual's life. The attitude and behavior interactions within the social environment were explained by the concept of values. While the formation of value was related to the environment as well as individual self values were categorized as not inherited and could be acquired by learning and habit. The values were the product of the accumulation of feelings, thoughts, attitudes, behaviors and lifetime experiences of a society. Individual-environment interactions were taken place through the communication. Culture was often defined as a set of values in society which was indispensable from communication. The scope of this study will focus on organizational values. Organizational culture was defined as "system of shared values and norms that define appropriate attitudes and behaviors for organizational members (how to feel and behave)" (O'Reilly & Chatman, 1996). The differences between norms and values were explained by the comparisons of expected behaviors by rules and the logic of the rationales for these normative requirements (Cialdini, Kallgren, & Reno, 1991, cited in O'Reilly & Chatman, 1996).

The harmony of the individual and the organizational values was explained by the concept of person-organization fit (P-O fit). P-O fit was conceptualized as the congruence between the norms and values of organizations and the values of persons (O'Reilly & Chatman, 1996). The more fit between personal and organizational values; the higher job performance, job satisfaction, the longer tenure, and the higher commitment to the organization (Chatman, 1991; O'Reilly, Chatman, and Caldwell, 1991). P-O fit could be evaluated in two different manners. (1) between the knowledge, skills and ability of the individual and the task demands or critical requirements for the job; and (2) between the overall characteristics of the individual (e.g. needs, interests, and values) and the climate or culture of the organization (Bowen, Ledford & Nathan, 1991).

### Communication

O'Reilly & Chatman (1996) saw culture as a social control mechanism which was one of the functions of organizational communication either. Communication experiences played crucial roles in supporting adaptation between individual and the organization, reducing uncertainty and anxiety, acquisition of information about the tasks, values and the norms and developing social identity by internalization of values. Akıncı (1998, p.47) claimed that organizational culture was equal to communication. Culture supported and facilitated with organizational communication by sharing experience, information or values. In addition to that, organizational culture was created, realized, maintained and transferred by organizational communication. Communication skills were thought one of the individual determinants of effective organizational communication during P-O fit process.

### Emotional Intelligence

Emotional intelligence was discussed as one of the most important sources of success in the lives of individuals. Although some individuals whose levels of knowledge, skills and intelligence were higher, they cannot manage their personal lives successfully due to their low level of emotional intelligence. "Emotional Intelligence referred to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships" (Goleman, 1998). Goleman, Boyatzis, and McKee (2002) clustered emotional intelligence as personal competence (self awareness and self-management) and social competence (social awareness and relationship management). It was proved that emotional intelligence was related to communication skills (Çetinkaya & Alparslan, 2011). It should be also questioned whether emotional intelligence and communication skills were interacted with values. Individuals with higher emotional intelligence were those who were more successful to manage their values and to adjust the organization should be answered. The importance of this study based in the efforts to resolve the operation mechanism of harmony between individual and organization. Explaining the roles of emotional intelligence and communication skills on P-O fit, the adaptation process could be overviewed from skill and intelligence perspectives. Since communication and emotional intelligence were predictors of job related issues, they were thought to



be significantly interacted with work-personal values and P-O fit mechanism. Individuals who experienced more P-O fit could have more likely higher emotional intelligence and communication skills means.

### Research Questions

The aim of this study was to investigate the role of emotional intelligence and communication skills on person-organization fit. Specifically this exploratory study intended to: (1) Determine various P-O fit scores, (2) Determine whether emotional intelligence, communication skills and P-O fit scores might change depending on the differences in personal data, (3) Investigate the relationship between emotional intelligence, communication skills and P-O fit scores, (4) Determine the values and P-O fit differences according to communication skills and emotional intelligence categories (5) Determine to what extent communication skills and emotional intelligence explains variance on P-O fit, (6) Determine whether communication skills and emotional intelligence differs according to the categorized P-O fit scores.

### Method

A quantitative approach of scientific inquiry which combined descriptive, relational, and comparative models has been used in order to explore the interactions between personal data, communication skills, emotional intelligence and values.

**Participants:** Data were collected from two different sectors, namely university and services sector. Participants were academics and service employees. The sample of this study consisted of 113 participants. 14 cases were deleted because of missing data. 4 cases were deleted because of being univariate outliers. The data of 98 (37 female and 58 male) participants were analyzed by using SPSS 15.0 pocket program.

**Demographic Data Form:** This form includes gender, age, job, professional experience in that job and organization, job status, sector, education.

**Values:** Work values were evaluated by "The Organizational Culture Profile-OCP", an indirect inventory measuring value. OCP was developed by O'Reilly, Chatman and Caldwell (1991). This instrument both measured the organizational values and the personal values either in order to evaluate the P-O fit. OCP had 54 values with 5 point Lykert type style. Reliability coefficients were reported 0.88 (O'Reilly, Chatman and Caldwell, 1991) in USA sample. Cronbach alpha was .98 for this research. OCA has been translated by Karakurum (2005) in Turkish. As suggested by Kristof (1996), multiple measurement techniques were used (cited in Karakurum,2005). While comparing the values important for the organization and for the individuals, sum of differences ( $\Sigma D$ ), sum of absolute value of differences ( $\Sigma |D|$ ), sum of squared differences ( $\Sigma D^2$ ) and correlation between organizational values and personal values (Q) were computed to achieve P-O fit results

**Communication Skills:** Evaluation of Communication Skills Questionnaire (Korkut, 1996, 1997) was implemented to measure communication skills. This 5 point Lykert type questionnaire consisted of 25 items, measuring one higher construct. Test-retest reliability was .76, Cronbach alpha coefficient was .80 ( $p < .001$ ). Cronbach alpha was found .94 for this study.

**Emotional Intelligence** Emotional Competence Inventory (ECI)-Version 2" developed by Boyatzis, Goleman and Rhee (2000). ECI was 5 point Lykert Type with 72 items, measuring 4 main factors personal competence (self awareness and self-management) and social competence (social awareness and relationship management) and 18 subfactors. Each subfactor were measured by 4 questions. Tuna (2008) translated the ECI into Turkish and internal reliability found .85 in his pre-study The ECI designed to evaluate another individuals emotional intelligence. Some adaptations to ECI were conducted to enable self-measurement of emotional competencies. Cronbach alpha for this study was .97.

### Results

#### 1. The levels of emotional intelligence, communication skills and P-O fit

The means and standart deviations of the main variables; emotional intelligence, communication skills and person-organization fit scores were illustrated at Table 1. These scores were recoded into 0-100 range.

Table 1. Descriptive Statistics

	N.	Min.	Max.	Mean	SD	
Communication skills	95	23,99	100,00	81,07	11,07	
Emotional intelligence	95	58,98	93,61	75,20	6,96	
Organizational values	95	30,00	96,30	51,46	9,34	
Individual values	95	27,41	96,67	56,50	8,14	
$\Sigma D$	95	-22,96	29,26	5,04	9,60	
$\Sigma  D $	95	,00	29,26	7,52	7,80	
$\Sigma D^2$	95	,00	856,10	116,63	190,95	

#### 2. Emotional intelligence, communication skills and P-O fit mean differences depending on personal data.

Participants' communication skills, emotional intelligence and work values were evaluated concerning personal data. A set of variance analyses were conducted. No differences were found in *communication skills* and in *emotional intelligence*, when personal data differentiated. *Work values* significantly different when some personal data changed. Marriage status interacted with work values [ $F(1, 93) = 3.71, p < .05$ ]. Married participants ( $M = 52.66, SD = 9.23$ ) evaluated work values significantly higher than single ones ( $M = 48.71, SD = 9.14$ ). When public ( $M = 47.30, SD = 8.49$ ) and private sector ( $M = 55.52, SD = 8.35$ ) compared, work values of private sector employees were significantly higher [ $F(1, 93) = 22.65, p < .001$ ]. *Individual values* only significantly change, according to sector [ $F(1, 93) = 7.79, p < .01$ ]. Private sector employees ( $M = 58.72, SD = 6.41$ ) had higher scores on individual values, compared to public sector employees ( $M = 54.22, SD = 8.14$ ). *Sum of difference between organizational and individual values ( $\Sigma D$ )* were significantly interacted with sector too [ $F(1, 93) = 3.66, p < .05$ ]. Public employees had less P-O fit ( $M = 6.91, SD = 12.18$ ) than private employees ( $M = 3.20, SD = 5.67$ ). *When sum of absolute difference between organizational and individual values ( $\Sigma |D|$ )* were evaluated, the mean differences between public employees ( $M = 11.17, SD = 8.35$ ) and private employees ( $M = 3.94, SD = 5.17$ ) became more significant [ $F(1, 93) = 112.85, p < .001$ ]. Similarly, *Sum of squared difference between organizational and personal values ( $\Sigma D^2$ )* differentiated according to public ( $M = 193.24, SD = 234.16$ ) and private sector ( $M = 41.72, SD = 87.57$ ).

#### 3. Relationships between emotional intelligence, communication skills and P-O fit

The interactions between variables were evaluated by Pearson correlation coefficients. A high and significant relationship was determined between communication skills and emotional intelligence ( $r = .655, p < .01$ ). Personal values and emotional intelligence were positively and



significantly correlated ( $r = .173, p < .05$ ). As emotional intelligence increases, higher levels of personal values were observed. The relationship between personal and organizational value was a sign of P-O fit ( $r=.402, p<.01$ ).

#### 4. The values and P-O fit differences according to communication skill and emotional intelligence categories

Communication skills and emotional intelligence were categorized as high and low in that variable. *Work values* were not significantly different according to the communication skills and emotional intelligence categories. As communication skills change, *personal values* were significantly differed [ $F(1, 93) = 7.53, p < .01$ ]. Personal values of high communication skilled group ( $M = 58.69, SD = 7.09$ ) were significantly higher than low communication skilled group ( $M = 54.26, SD = 8.59$ ). When P-O fit scores were considered, no differences were found between high and low emotional intelligence groups and high and low communication skills groups. However lower  $\Sigma D, \Sigma |D|, \Sigma D^2$  means of high emotional intelligence and high communication skills groups implied a trend of less differences between organizational and personal values, meaning more P-O fit.

#### 5. Emotional intelligence and communication skill's means according to categorized P-O fit ( $\Sigma |D|$ ) categories

In order to determine whether communication skills and emotional intelligence differs according to the categorized P-O fit scores ( $\Sigma |D|$ ), variance analyses were conducted. No significant differences were found between the high and low P-O fit groups concerning emotional intelligence and communication skills.

#### 6. Predictors of values and P-O fit

Personal data, communication skills and emotional intelligence were regressed onto personal/organizational values and P-O fit scores. Regression results were shown in Table 2. Emotional intelligence was a significant predictor of organizational values and  $\Sigma |D|$ . When emotional intelligence scores increased, individuals were more likely to have higher organizational values score and more P-O fit scores explaining 3.6 % and 3.5% variance respectively with less  $\Sigma |D|$  scores. Communication skills could only explain %3.5 in  $\Sigma |D|$ . The positive relationship explains as communication skills increased, less P-O fit observed. This could be caused due to the higher personal values of more skilled individuals in terms of communication.

Table 2. Regression results

DV	Predictor(Unique R <sup>2</sup> )	Beta	t	Sig.	
1. Organizational values	x1 Sector (R <sup>2</sup> = .218)	-,51	-5,7	,000	
	x2 Marital status (R <sup>2</sup> = .076)	,28	3,09	,003	
	x3 Emot. Intelligence (R <sup>2</sup> = .036)	,19	2,12	,037	
	R= .575, R <sup>2</sup> = .330, F (3,85) = 13,98, p <.001				
2. Personal values	x1 Sector (R <sup>2</sup> = .085)	-,29	-2,84	,006	
	R= ,292, R <sup>2</sup> = .085, F (1,87) = 8.09, p ≤.01				
3. $\Sigma D$	Not significant				
4. $\Sigma  D $	x1 Sector (R <sup>2</sup> = .238)	,50	5,63	,000	
	x2 Emot. Intelligence (R <sup>2</sup> = .038)	-,37	-3,11	,003	
	x3 Comm. skills (R <sup>2</sup> = .035)	,26	2,23	,028	
	x4 Marital status (R <sup>2</sup> = .035)	-,19	-2,07	,042	
	R= ,587, R <sup>2</sup> = .344, F (4,84) = 11,04 p <.001				
5. $\Sigma D^2$	x1 Sector (R <sup>2</sup> = .168)	,41	4,18	,000	
	R= ,409, R <sup>2</sup> = ,168, F (1,87) = 17.51 p <.001				

#### Discussion and Limitations

The purpose of this study was to explore personal data, communication skills and emotional intelligence, under the values perspective. Values were measured as work values and personal values. The congruence between work and personal values were defined as P-O fit. Work values interacted with marriage status and sector, whereas individual values interacted only with sector. The organizational values were higher for employees, working in private sector and being married. Personal values of private sector employees were also significantly higher. The value differences between public and private sector could be explained by Schneider's (1987) Attraction-Selection-Attrition (ASA theory). Individuals preferred the organizations which attract them. Individuals could select and change their organizations according to their interests and values in private sector. Private sectors were generally less bureaucratic and open to change. Therefore more P-O fit could be observed. Public employees could not easily select or change their organizations compared to private sector employees. Why work values of the married ones were higher could be explained by perceived responsibilities and maturation.

The relationship between communication skills and emotional intelligence ( $r=.655, p<.01$ ). was very high as cited in literature (Çetinkaya & Alparslan, 2011; Gürşimşek, Vural & Selçioğlu-Demirsöz, 2008). Emotional intelligence and personal values were significantly and positively correlated ( $r = .173, p < .05$ ). When emotional intelligence and communication skills were grouped according to high and low criteria, higher skilled group in communication had significantly higher personal values. In general, the organizational and personal values were higher for the individuals who were more skilled in communication and more emotionally intelligent.

The causal relationships were investigated by regression analyses. Emotional intelligence was a significant predictor of organizational values and  $\Sigma |D|$ . Communication skills were only the predictor of  $\Sigma |D|$ . As emotional intelligence increased, higher organizational values and higher P-O fit observed as expected. Higher communication skills caused less P-O fit, although expected more P-O fit. Communication skills were more prominent in personal values compared to organizational values. The reason for less P-O fit of more communication skilled ones could be explained by the significant affect of communication skills on personal values. As personal values increased more by communication skilled ones, the incongruence with organizational values could be increased. To sum up, emotional intelligence has a positive effect on P-O fit, whereas communication skills sometimes could trigger some P-O fit problems, by increased



personal values. The results should be tested in a wider sample, including different organizations and cultures in order to be generalized. Due to the many items of the questionnaires, the sample of the study was not high, which was the most important limitation of this study. Moreover, it should be focused on specific organizations. So that, more significant results could be achieved, considering communication skills, emotional intelligence and P-O fit interactions.

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