





# “Enlightening organizational performance through the synergy of organizational culture and emotional intelligence”

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# ENLIGHTENING ORGANIZATIONAL PERFORMANCE THROUGH THE SYNERGY OF ORGANIZATIONAL CULTURE AND EMOTIONAL INTELLIGENCE

## Abstract

The current study attempts to find out the impact of organizational culture and emotional intelligence on the performance of FMCG companies in Saudi Arabia. This research study investigated the leading FMCG companies like Alsafi, Sadafco, Roma Group, Almarai, Nestle Middle East, and Bazeem Trading Company in Saudi Arabia. Data have been collected in 2023 through an adapted questionnaire and interviews from 204 front-line managers working in FMCG companies, and items of scale provide their insights about organizational culture and emotional intelligence and its impact on their performance. The survey questionnaire overall included twenty-four items that covered all the variables of organizational culture, emotional intelligence and organizational performance. Data were analyzed through SPSS, and the findings show-case that a unit change in the dimensions of organizational culture like learning, team orientation, and strategic direction have increased the organizational performance by 35%, 87%, and 26%, respectively, while the dimension of creating change did not affect it significantly. Unit variation in the dimensions of emotional intelligence, such as self-awareness, social skills, and empathy enhance the organizational performance by 20%, 31%, and 32%, respectively, while emotional management did not affect it significantly. These findings have indicated that the FMCG companies in Saudi Arabia need to revise their training and development programs on culture and emotional intelligence and try to improve the working capacity of their human resources.

## Keywords

organizational culture, emotional intelligence,  
performance, FMCG companies, Saudi Arabia

## JEL Classification

M14, D91, L25, L67

## INTRODUCTION

The fast-moving consumer goods sector has experienced a transformation in Saudi Arabia in the last decade. The well-known players like Almarai, Alsafi, Nadec, Sadafco, Nestle Middle East and Roma group are serving the nation for decades. Initially, they focused on dairy products; however, later, they diversified their portfolio by introducing a new line of products. At the same line, Roma Group has evolved as the major player of frozen foods and fresh items across the country since 1990. Subsequently, Baazeem Trading Company entered this competition in 1978 and emerged as the key supplier of FMCG products at competitive prices. This sector is contributing positively to Saudi Arabia's Economy due to the increasing population and disposable income of the people. This sector is striving to meet the needs of its consumers and to give its best. However, the cultural and emotional aspects due to the localization of the work force affect the organizational performance of the FMCG sector companies in Saudi Arabia. The replacement of foreign manpower with the nationals might evolve a new organizational culture having a new set of values and work ethics.

Organizational culture helps in developing human associations in the workplace. Culture can be defined as the conceptual association. Each organization has its atmosphere, values, and beliefs like an individual does. It is the way people organize things in the workplace (Deal & Kennedy, 1982). Similarly, organizations also require the personal alignment of competencies of the individuals like self-presentation, self-management, interpersonal sensitivity, and empathy (Goleman, 1996). The combination of social and emotional competencies is defined as emotional intelligence (Salovey & Mayer, 1990). Emotionally intelligent individuals can achieve their targets easily and, therefore, it is compulsory to hire emotionally intelligent people because they can increase the performance of the FMCG companies.

In today's competitive market, organizations in the FMCG sector of Saudi Arabia are struggling to retain an esteemed and valuable workforce. The high turnover rates are creating enhanced costs of services and compromising the organizational performance. The variables of organizational culture and emotional intelligence have been checked in other countries and sectors, but no such work is available for the FMCG sector.

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## 1. LITERATURE REVIEW AND HYPOTHESES

Organizational culture has many definitions in various cultural settings, and no universal definition is available (Kareem & Kummitha, 2020). For instance, Kareem and Kummitha (2020) and Lu et al. (2013) have explained the culture of any organization as the combination of rules, beliefs, and values that are shared by the people of an organization. These values are commonly practiced by people and help in building teamwork, collaboration, and coordination in the workplace (Hakim, 2015). The culture of any organization also affects the thinking of people; therefore, it can increase performance (Warrick, 2017). The culture of any organization is made by the cooperation of its members at the workplace, and it cannot be deprived of individuals (Tolmats & Reino, 2006). It helps in increasing the productivity of the employees and increases their commitment level with it (Kenny, 2011). It also helps the employees to share the tasks and objectives that have been assigned to them by the executives and increase their goal-achieving ability (Pathirana, 2019). The culture is visible among all types of organizations whether private or public limited (Schein, 2004).

The organizational culture helps in increasing organizational performance because it increases communication among employees and reduces conflict among them (Pathirana, 2019). It also helps the workers to adopt certain qualities in themselves by being more focused, keen, motivated, energetic, dedicated, and passionate to per-

form all the duties that have been assigned to them (Ababneh, 2021). It helps in the creation of an environment that provokes the employees to achieve their stated targets (Warrick, 2017). Then, poor culture leads to poor performance of the organizations (Pedler & Burgoyne, 2017).

In the domain of organizational culture, the concept of organizational learning has gained importance since 1989. Existing literature in this domain has reached the consensus that organizational learning increases the performance of organizations because it increases the knowledge, skills, and expertise of its employees (Al Dari et al., 2021). Organizational learning increases the knowledge and exposure of its employees and helps in increasing the performance of their FMCG (Kummitha et al., 2021). Korma et al. (2022) have found that organizational learning helps increase the performance of the company and provides it with a competitive position in the market. Learning is important for the organization because it tells the employees to do things creatively and innovatively so that their organization can perform better than their rivals (Pedler & Burgoyne, 2017).

Change creation has grabbed the attention of different scholars in the last three decades because of its importance in modifying the behavior of employees (Islam et al., 2020). The modification creation at the workplace is one of the difficult tasks for people because employees feel anxiety and fear during this process (Kummitha et al., 2021). This creates resistance and they start underperforming. The theories of change management have

been applied and tested in Western economies (Islam et al., 2020). However, Barkema et al. (2015) have explored that there exist cultural, social, and economic changes in the economies of the world. Because of these differences, separate studies are needed to be conducted for the developing economies (Bakari et al., 2017).

Then, the studies have found that team orientation is also an important aspect of the organizational culture. Team orientation enables the workers to do their work in teams with mutual collaboration (Rahman et al., 2017). It helps the leaders and their subordinates to work in the team and ultimately increase organizational performance. Su et al. (2009) have found that when the employees of the organization work in the form of a team then it enhances its performance. Team orientation helps the managers to deliver quality products to the customers and increase their satisfaction (Cohen & Bailey, 1997).

Literature has shown that the concepts of intent and strategic direction are also an important aspect of the organizational culture because it is the base of the process of management (Pathirana, 2019). It enables the organization to explore new possibilities in the market (Yousaf et al., 2020). Rui and Yip (2008) have found that those organizations that have strong strategic direction and intent tend to have more ambitious objectives and make more rational choices for beating their rivals in the market. Similarly, organizations with strong intent capture more market share and give tough competition to their rivals in the marketplace (Su et al., 2009). Ferrier (2001) found that strategically aggressive organizations can increase their performance in the market as they can achieve their goals better than others.

The above literature has shown the various dimensions of organizational culture like learning, change creation, strategic direction, team orientation, and intent have a significant impact on the organizational performance. A strong culture improves the employees' productivity and engagement while addressing the challenges of a dynamic workplace. This study aims to explore the impact of these dimensions of organizational culture on the performance of FMCG companies in Saudi Arabia.

The concept of emotional intelligence has been used for the first time by Salovey and Mayer (1990) who defined its elements and developed a scientific way of measuring individual differences based on emotional intelligence. They have found that individuals have different abilities to identify their own emotions and those of others for solving their issues (Al-Samadouni & Ibrahim, 2007). Emotional intelligence plays a significant role in increasing the performance of the organization (Khokhar & Selvamurthi, 2016). It has become an important skill for employees because they need professional skills to do their tasks in the workplace (Panigrani & Mohanty, 2021). It also allows people help the people to develop the culture at their workplaces (Langhorn, 2004). These studies have paved the way for exploring the different dimensions of emotional intelligence at workplace.

Emotional intelligence has a significant impact on the performance of companies (Matthews et al., 2004). People can understand their feelings for solving problems after forming relationships with others (Biswas & Alam, 2022). It also has a role in the sustainable development and success of companies on a long-term basis (Mhagama, 2019). The studies have shown that the profitability of any organization is dependent upon the capacity of its people to interact with each other (Milhem et al., 2020).

Daniel Goleman was the first scholar, who has defined the different aspects of EI like emotional management, self-awareness, social skills, and empathy (Goleman, 1996). Salovey and Pizarro (2003) have used all of these dimensions to check their impact on the performance of the organizations. Different competencies and dimensions of emotional intelligence have been used in literature to check its impact on organizational performance (Strugar et al., 2022; Üzmez et al., 2019; Al Dari et al., 2021). Hussain (2021) has found the significant impact of emotional intelligence on the performance of the University of Benin. This positive relationship has also been found for all four dimensions of emotional intelligence in the banking sector of Yemen as well (Al Dari et al., 2021). Moreover, these dimensions have positively affected the organizational performance of Hungarian companies as well (Krén & Séllei, 2021; Eid & Mohamed, 2022).

This study has used four dimensions of emotional intelligence. The first is emotional management, which is the capacity of the people to deal with the negative problems that can adversely affect their public, professional, and performance levels in the organization (Asrar-ul-Haq et al., 2017). The second dimension is self-awareness, which is the people's ability to understand their feelings and control their reactions and responses to show controlled behavior (Makkar & Basu, 2019). The next dimension is social skills, which means the people's ability to comprehend and respond correctly and wisely to social situations while establishing a constructive association with others (Kassem & Ahmed, 2021). The last dimension is empathy that is the capacity of people to be aware of their needs, understand their points of view, feelings, fears, concerns, and accept them, and work on increasing their expectations and capabilities (Biswas & Alam, 2022).

On the other hand, for measuring financial performance, the study has made use of the balanced scorecard model and its dimensions. The model helps in increasing the social responsibility of the firms and increases their effectiveness as well (Al-Mahrouq, 2010). This model includes different dimensions, and the first one is the financial dimension, which checks the ability of the firms to make efficient and effective use of their financial resources (Alamri & Thabet, 2022). The third dimension is the internal operations of the firms. It stresses the controlling of all the activities of the firms that provide them with a competitive advantage in the market (Camilleri, 2020). This study has included all four dimensions for checking the effect of organizational culture and emotional intelligence on it.

Emotional intelligence plays an important role in shaping the culture and increasing the performance of companies. All the dimensions of emotional intelligence, which are emotional management, self-awareness, social skills, and empathy have an important role in the workplace. This review of literature underscores the importance of emotional intelligence for fostering a collaborative environment for improving their performance. As no work has been done on these dimensions in the context of Saudi Arabia, so this study aims to find the impact of organizational culture and emotion-

al intelligence on the performance of FMCG companies. Based on the above literature, the following hypotheses have been proposed:

- H1 Organizational learning increases organizational performance.*
- H2 Creating change increases organizational performance.*
- H3 Team orientation increases organizational performance.*
- H4 Strategic direction and intent increase the organizational performance.*
- H5 Emotional management increases organizational performance.*
- H6 Self-awareness increases organizational performance.*
- H7 Social skills increase organizational performance.*
- H8 Empathy increases organizational performance.*

## 2. METHODOLOGY

The study checks the impact of emotional intelligence along with organizational culture on the organizational performance of the FMCG sector companies. The study has employed a quantitative approach for achieving the objectives of this study.

### 2.1. Research instrument

The study has operationalized four variables for organizational culture, which are organizational learning, creating change, team orientation, and strategic direction and intent. A total of 24 items have been used for measuring organizational culture and it was adopted by Kareem and Kummitha (2020). This questionnaire has been used because it has the dimensions of communication of values, open communication, employee empowerment, leadership, ethical standards, performance management, and innovation. Moreover, for measuring organizational performance, a total of eight items have been used and it was adopted by Richard et al. (2009).

This questionnaire has been used because it measures the performance of the organization from the viewpoints of customers, shareholders, innovation, operational efficiency, goal achievement, and overall effectiveness of the organizations. Additionally, for measuring emotional intelligence, a total of twelve variables have been operationalized named emotional management, self-awareness, social skills, and empathy, and it was adopted from Alamri and Thabet (2022). This questionnaire has been adopted as it captures the dimensions of conflict resolution, empathy, social skills, emotional sensitivity, self-regulation, and self-awareness, which is necessary to cover.

The questionnaire has been designed on five-point Likert scale ranges between 1 and 5, where “1” is for strongly disagree to “5” is for strongly agree. The data have been collected with the help of a questionnaire and interviews using the stratified sampling method. The study has a 47.8% response rate only. The questionnaire has been distributed electronically among the employees of FMCG companies. An introductory section has been added to the questionnaire to explain the purpose of this study.

## 2.2. Participants of the study

The questionnaire was distributed to a larger set of population, however, only 46% of respondents have participated. The response obtained in this study is 46% and it is enough as compared to the threshold requirement of 20% (Bhattacharjee, 2012). The study has included the employees working at different levels so that a diversified sample could be obtained that is representative of the whole population. This study has chosen the major companies in Saudi Arabia that includes Alsafi, Sadafco, Roma Group, Almarai, Nestle Middle East, and Bazeem Trading Company. These firms were selected because Almarai is the leading food and beverage company of the Saudi Arabia as per latest ranking by YouGov’s 2024’s ranking. The, Nadec and Sadafco are also recognized as a key market players in the sectors of beverages and dairy products. Nestle Middle East is recognized as a global giant, and it has collaborated with several other companies as well. Then, Bazeem Trading Company and Alsafi are also leaders in the production and distribution of food within

the country. The demographic characteristics of the respondents are shown in Table 1. The findings have shown that the majority of the respondents (91%) are male. Then, the age of the majority of the respondents is from 30-39 years. The education of the majority of the respondents is Master’s degree, while a few of them have the graduation as well. The findings have also shown that the majority of the people have work experience of 1-5 years, which means them they are at the early stage of their career. Lastly, the findings show that the maximum portion of the respondents are working for the middle managerial positions in their respective organizations.

**Table 1.** Demographic characteristics

Variable	Category	Frequency	Percentage (%)
Gender	Male (1)	191	91.0
	Female (2)	19	9.0
Age	20-29 (1)	45	21.4
	30-39 (2)	155	73.8
	40+ (3)	10	4.8
Education	Bachelor (1)	84	40.0
	Master (2)	126	60.0
	Ph.D. (3)	0	0.0
Experience	1-5 years (1)	147	70.0
	6-10 years (2)	63	30.0
	11+ years (3)	0	0.0
Level in organization	Middle (1)	155	73.8
	Senior (2)	55	26.2

These companies have been chosen for this study as they are playing an important role for the economic diversification of the Saudi Arabia. The Government of the Saudi is also focusing on the local production and believe in the strategy of self-sufficiency. Therefore, this vision has increased the growth of FMCG sector in the country and lead to the increased investment in the sustainability, technology, and product development of this sector. The survey was conducted in 2023 in the major cities of Dammam, Jeddah, and Riyadh. The study targeted the front-line managers of the FMCG companies who are dealing with the diverse workforce and monitoring the functions of these companies. These people are the one, who can provide accurate information regarding the organizational culture, emotional intelligence, and its impact on the performance of their organizations. The participants were selected by using a stratified sampling method to ensure the representation of different stores and locations.

## 2.3. Data collection and analysis

Data have been collected in almost three months. The online questionnaire has been distributed through social media and email among the employees of FMCG companies. After that, follow-up reminders have been sent to them to increase the rate of their participation. Apart from these questionnaires, the interviews have also been conducted so a deeper understanding could be obtained of how the organizational culture and emotional intelligence increase the performance of the FMCG companies. The study has analyzed the data collected with the help of SPSS. Initially, descriptive statistics were done to check the normality of data. Moreover, the study has employed multiple regression models for finding the impact of organizational culture and emotional intelligence on organizational performance.

## 3. RESULTS

### 3.1. Descriptive statistics

The dimensions of organizational culture are shown in Table 2. The results show that the mean score of organizational learning is 5.058 with a standard deviation of 0.745, making 73.1% on the scale, and showing a high level of organizational learning at the workplace. Then, the second dimension of creating change showed a lower value of mean 4.765 with a standard deviation of 0.854, which constituted 74.5%, and shows a high level of adaptability for change by the organization. Moreover, the third dimension of team orientation has a higher mean value of 5.585 with a standard deviation of 0.945, constitutes around 84.8%, and constitutes a high level of orientation for working in a team within the organization. Then, the fourth dimension of strategic direction and intent has the highest mean value of 5.658 with a standard deviation of 0.985, constitutes 72.4%, and shows a high level of strategic approach towards their goals and intentions.

Overall, organizational culture has a mean value of 5.255 with a standard deviation of 0.847, constitutes 72.4%, and shows a fairly high level of OC (Organizational Culture) in companies.

Secondly, Table 3 shows the results of descriptive statistics of all the dimensions of emotional intelligence. The results show that emotional management has a mean score of 5.091 with a standard deviation of 0.896, constitutes 72.1%, and shows a fairly high level of emotional management by the employees of FMCG sector companies. Then, the second dimension of self-awareness shows a mean value of 4.984 with a standard deviation of 0.847, constitutes 75.5%, and shows a fairly high level of self-awareness by the employee regarding their emotions at the workplace.

Moreover, the third dimension of social skills has the maximum value of 5.143 with a SD of 0.964, constitutes 81.8%, and shows a high level of social skills by the employees due to their effective relationships at the workplace. Lastly, the fourth dimension of empathy has a mean value of 4.658 with a standard deviation of 1.014, constitutes 74.6%, and indicates a fairly high level of empathy by the employees. Overall, emotional intelligence has a mean value of 5.546 with a SD of 0.865, constitutes 71.9%, and displays a fairly high level of EI within the selected sample of FMCG companies.

Lastly, Table 4 shows the results of descriptive statistics of all the dimensions of organizational performance. The first dimension of financial performance has a mean value of 5.587 with a standard deviation of 0.854, constitutes 75.1%, and shows a relatively high level of performance. The second dimension of customer performance has a mean value of 5.586 with a standard deviation of 1.546, constitutes 72.4%, and shows a fairly high level of customer performance because the FMCG sector companies are successful in meeting the needs, wants, and demands of their customers.

**Table 2.** Descriptive statistics of dimensions of organizational culture

Dimensions of organizational culture	Mean	S.	Age %	Level of answer
Organizational learning	5.058	0.745	73.1%	Fairly high
Creating change	4.765	0.854	74.5%	Fairly high
Team orientation	5.585	0.945	84.8%	High
Strategic direction and intent	5.658	0.865	75.6%	Fairly high
Organizational culture (total)	5.255	0.847	72.4%	Fairly high

**Table 3.** Descriptive statistics of dimensions of emotional intelligence

Dimensions of emotional intelligence	Mean	SD	Age %	Level of answer
Emotional management	5.091	0.869	72.1%	Fairly high
Self-awareness	4.984	0.847	75.5%	Fairly high
Social skills	5.143	0.964	81.8%	High
Empathy	4.658	1.014	74.6%	Fairly high
Emotional intelligence (total)	5.546	0.865	71.9%	Fairly high

**Table 4.** Descriptive statistics of dimensions of organizational performance

Dimensions of organizational performance	Mean	Standard deviation	Age %	Level of answer
Financial	5.587	0.854	75.1%	Fairly high
Customer	5.586	1.546	74.2%	Fairly high
Internal operations	5.426	1.564	73.5%	Fairly high
Learning and growth	5.598	0.894	73.3%	Fairly high
Organizational performance (total)	5.549	0.847	77.8%	High

Moreover, the third dimension of internal operations has a mean value of 5.426 with a standard deviation of 1.564, constitutes 73.5%, and shows high level of smoothness of internal operations of the selected companies. Lastly, the fourth dimension of learning and growth has a mean value of 5.598 with SD of 0.894, constitutes 73.3%, and shows a fairly high level of learning and growth because these companies are aggressive about their growth and use innovative strategies at their workplaces.

Organizational performance has an average value of 5.549 with SD of 0.847, constitutes 77.8%, and shows a high level of organizational performance by all the FMCG sector companies. Overall, these firms have a high level of organizational performance because these companies are focused on all the key areas that have been specified by the balanced scorecard model.

### 3.2. Hypotheses testing

The hypotheses were tested statistically. Firstly, the impact of organizational culture on organizational performance has been checked, and the results are shown in Table 5. The value of adjusted  $R^2$  is equal to 0.45, which means the variables

of organizational culture and emotional intelligence explain around 45% change in the dependent variable of organizational performance. The beta value of organizational culture is 0.2741, which means one unit change in organizational culture will bring around 27% change in organizational performance. This change is statistically significant at a 5% level because its p-value is less than 0.05. Moreover, the second variable of emotional intelligence has a beta value of 0.654, which means one unit change in emotional intelligence will bring around 65% change in the organizational performance. This change is also statistically significant at a 5% level because its p-value is less than 0.05. Overall, both the variables of organizational culture and emotional intelligence are bringing a positive and significant change in the organizational culture. These findings show that the main hypothesis is accepted because organizational culture and emotional intelligence are bringing a positive change in organizational performance. These findings are consistent with the study of Korma et al. (2022), Uğurlu and Görgülü (2022), Akhtar et al. (2017). These findings are also consistent with the findings of Üzmez et al. (2019) who have found the similar results in their research of assessing emotional intelligence on organizational performance.

**Table 5.** Testing main hypothesis of organizational culture and emotional intelligence

Dependent variable	Independent variable	Beta	Standard deviation	t-value	p-value
Organizational culture	Organizational performance	0.2741	0.054	2.584	0.000
Emotional intelligence	Organizational performance	0.654	0.041	3.584	0.000

### 3.3. Organizational culture and emotional intelligence

The impact of all the dimensions of organizational culture and emotional intelligence have been checked on the organizational performance, and results are found to have significantly impacted the overall organizational performance. The results have shown that the first dimension of organizational culture, which is organizational learning, has a statistically significant impact on organizational performance. Its beta value is 0.354, which means a one-unit change in organizational learning will increase organizational performance by 35%. Moreover, these findings are significant at 5% because its p-value is less than 0.05. From these findings, the study rejects the null hypothesis in favor of the first alternative hypothesis, which states that organizational learning increases the organizational performance.

The results have shown that the second dimension of organizational culture, which is creating change, has a statistically insignificant impact on the organizational performance as its p-value is not significant. From these findings, the study rejects the second hypothesis, which states that creating change increase the organizational performance.

The results have shown that the third dimension of organizational culture, which is team orientation, has a statistically significant impact on organizational performance. Its beta value is 0.879, which means a one-unit change in organizational learning will increase organizational performance by 87%. Moreover, these findings are significant at 1% because its p-value is less than 0.01. From these findings, the study rejects the null hypothesis in the favor of third alternate hypothesis, which states that team orientation increase the organizational performance.

The results have shown that the fourth dimension of organizational culture, which is strategic direction and intent, has a statistically significant impact on organizational performance. Its beta value is 0.256, which means a one-unit change in organizational learning will increase the organizational performance by 26%. Moreover, these findings are significant at 1% because its p-value is less than 0.01. From these findings, the study re-

jects the null hypothesis in the favor of the fourth alternative hypothesis, which states that strategic direction and intent increase the organizational performance.

Now, the second part of this table shows the impact of emotional intelligence on organizational performance. The results have shown that the first dimension of emotional intelligence, which is emotional management, has an insignificant impact on organizational performance as its p-value is not significant. From these findings, the study rejects the fifth alternate hypothesis, which states that emotional management increase the organizational performance.

The results have shown that the second dimension of emotional intelligence, which is self-awareness, has a statistically significant impact on organizational performance. Its beta value is 0.204, which means a one-unit change in emotional self-awareness will increase the organizational performance by 20%. Moreover, these findings are significant at 1% because its p-value is less than 0.01. From these findings, the study rejects the null hypothesis in the favor of sixth alternate hypothesis, which states that self-awareness increase the organizational performance.

The results have shown that the third dimension of emotional intelligence, which is social skills, has a statistically significant impact on organizational performance. Its beta value is 0.312, which means a one-unit change in emotional social skills will increase the organizational performance by 31%. Moreover, these findings are significant at 10% because its p-value is less than 0.10. From these findings, the study rejects the null hypothesis in the favor of seventh alternate hypothesis, which states that social skills increase the organizational performance.

The results have shown that the fourth element of emotional intelligence, which is empathy, has a statistically significant impact on organizational performance. Its beta value is 0.321, which means a one-unit change in emotional social skills will increase the organizational performance by 32%. Moreover, these findings are significant at 1% because its p-value is less than 0.01. From these findings, the study rejects the null hypoth-

**Table 6.** Testing hypothesis of organizational culture and emotional intelligence

Dependent variable	Independent variable	Beta	SD	t-value	p-value	Result
Organizational learning	Organizational performance	0.354	0.568	1.968	0.042	Accepted
Creating change	Organizational performance	0.045	0.964	0.584	0.698	Rejected
Team orientation	Organizational performance	0.879	0.884	2.589	0.000	Accepted
Strategic direction and intent	Organizational performance	0.256	0.058	2.586	0.007	Accepted
Emotional management	Organizational performance	0.041	0.068	0.598	0.541	Rejected
Self-awareness	Organizational performance	0.204	0.007	3.546	0.000	Accepted
Social skills	Organizational performance	0.312	0.087	2.546	0.057	Rejected
Empathy	Organizational performance	0.321	0.654	1.987	0.007	Accepted

esis in favor of eight alternate hypotheses, which state that empathy increase the organizational performance.

The results of this study have found the significant impact of organizational learning, strategic direction, team orientation, and intent on the organizational performance. These results are consistent with the studies of Khaltar and Moon (2020), Abu Jarad et al. (2010), Denison (2001), respectively. However, the impact of creating change is insignificant and similar findings have been observed by other researchers as well (Kareem & Kummitha, 2020).

Moreover, from the dimensions of emotional intelligence, the study has found the significant impact of self-awareness, social skills, and empathy on organizational performance. These are consistent with the results of different studies (Eid & Mohamed, 2022; Al Dari et al., 2021), respectively. However, the study has also found the insignificant impact of emotional management on organizational performance.

## 4. DISCUSSION

The findings of the study provide insights into how organizational culture and emotional intelligence increase the organizational performance of FMCG companies. The findings confirm that both variables of organizational culture and emotional intelligence have played an important role in increasing the organizational performance with adjusted  $R^2$  of 0.45. Overall, the model of the study explains 45% variance in the change of organizational performance. Overall, the results show that companies have a high level of organizational learning, adaptability to change, and strategic direction and intent because of the robustness of their cul-

ture and adaptability for improvement across all dimensions. These findings highlight the importance of fostering a strong organizational culture and emotional intelligence among the employees. A high level of learning was identified at these organizations due to the attainment of high mean and variability scores. These findings indicate the aggressive level of training and institutional programs are in place. Whereas the creating change dimension could not be found to have significantly impacting, which is obvious due to the high formalization of these organizations. Sales teams are overall aligned to work in teams to accomplish the overall team, department and organizational objectives. The results of this study also confirm this and these findings are consistent with the study of Saad and Abbas (2018). Contrary to the expectation, creating change have been found otherwise. Our finding indicates that creating change has no significant effect on the improvement of organizational performance, which is also in agreement with the study of Saad and Abbas (2018). Strategic direction and intent increase organizational performance by 26% and confirm the agility of the organizational directional support and strategic decision-making efficacy. High formalization, along with a clear strategic direction, adds value to the system and increases overall organizational performance.

The results show that organizational culture increases organizational performance through its dimensions of learning, team orientation, strategic intent, and direction. Their beta values have shown that one unit change in organizational learning and team orientation increases the performance by 35% and 87%, respectively. These findings align with the existing studies of Khaltar and Moon (2020), Abu Jarad et al. (2010), and Denison (2001). These studies have found a positive association among these cultural dimensions

and organizational performance. On the other hand, the dimension of creating change did not affect it significantly, and these findings are consistent with the study of Kareem and Kummitha (2020). These findings have shown that adaptability is crucial for all corporations, and it works more effectively in the presence of change management. All the dimensions of emotional intelligence positively affect organizational performance. One unit change in self-awareness, social skills, and empathy increased the organizational performance by 20%, 31%, and 32%, respectively. These findings are aligned with the studies of Eid and Mohamed (2022) and Al Dari et al. (2021) who have found the crucial role of emotional intelligence at the workplace. These findings indicate that emotional intelligence is important for the well-being of

the workforce and training should be given to the employees on it so that their performance can be improved.

The findings of this study hold significant implications for leaders and management within FMCG companies. It is recommended that they prioritize developing strategies that actively support workplace learning, a clear strategic direction, and effective teamwork. Furthermore, organizations should implement training programs designed to cultivate a culture of change within the company. Moreover, adaptability is important for all the organizations in today's dynamic environment because employees need to be trained to work effectively under the changed environment as well.

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## CONCLUSION

The aim of the research is to evaluate the impact of emotional intelligence and organizational culture on the organizational performance. The findings have shown that three dimensions of organizational culture, such as organizational learning, strategic direction, team orientation, and intent, increase organizational performance. Similarly, the dimensions of emotional intelligence, self-awareness, social skills, and empathy are also helpful in improving performance. The dimensions of creating change and emotional management did not affect organizational performance significantly. The findings have shown that organizations need to invest in learning and increase collaboration at the workplace as it increases the coordination among the employees and helps in reducing the conflict among them. Moreover, employees need clear directions and objectives to attain them in the future. These findings stress the importance of fostering a supportive culture in the organization. Furthermore, there is a need to increase the emotional intelligence of the employees because these skills help in enhancing organizational performance. Further research can be done to explore these dimensions in different contexts or explore more dimensions of them. Deeper insights could be obtained from the study by broadening its scope. Overall, the study contributes to the understanding of different dimensions of organizational culture and emotional intelligence and their impact on the performance of FMCG companies. The supportive culture and increased emotional intelligence led to improved organizational outcomes and enabled it to position itself more strongly in the competitive environment.

## AUTHOR CONTRIBUTIONS

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## APPENDIX A

### QUESTIONNAIRE

The questionnaire has been designed on five Likert scales ranging from 1 for strongly disagree to 5 for strongly agree.

1. What is your gender?
2. What is your age?
3. What is your education?
4. What is your experience?
5. What is your level in organization?

### ORGANIZATIONAL CULTURE

1. Our organization has clearly defined values that are communicated to all employees.
2. Employees understand and align with the core values of the organization.
3. The organization's values guide decision-making processes.
4. Leaders in our organization model the behavior expected of all employees.
5. Management supports and encourages a culture of open communication.
6. The leadership team demonstrates a commitment to the organization's values.
7. Information is shared openly and transparently within the organization.
8. There are effective channels for employees to voice their opinions and concerns.
9. Communication within the organization is consistent and reliable.
10. Employees collaborate effectively across different departments.
11. Teamwork is encouraged and rewarded in our organization.
12. There are opportunities for cross-functional team building and collaboration.
13. Our organization supports and encourages innovative thinking.
14. Employees feel empowered to suggest and implement new ideas.
15. The organization adapts quickly to changes in the industry or market.
16. Employees feel valued and recognized for their contributions.
17. There are programs in place to support employee development and growth.
18. The organization fosters a positive work environment that promotes employee well-being.
19. Clear performance goals are set for employees at all levels.
20. Performance is regularly reviewed and feedback is provided constructively.
21. There are systems in place to hold employees accountable for their performance.
22. Ethical behavior is expected and upheld throughout the organization.
23. The organization promotes a culture of integrity and honesty.
24. There are clear policies and procedures for addressing unethical behavior.

### ORGANIZATIONAL PERFORMANCE

1. Our organization achieves its financial goals and objectives effectively.
2. Our organization operates efficiently with minimal waste of resources.
3. Our organization has effective systems in place for addressing customer feedback and complaints.
4. Employee performance is regularly assessed and contributes positively to the organization's goals.
5. Our organization invests in research and development to foster innovation.
6. Our organization effectively achieves its strategic goals and objectives.
7. There is a clear alignment between our strategic plan and daily operational activities. There is a clear alignment between our strategic plan and daily operational activities.
8. The overall effectiveness of our organization has improved over the past year.

## EMOTIONAL INTELLIGENCE

1. I effectively manage my emotions, even in stressful situations.
2. I remain calm and composed when faced with challenging circumstances.
3. I can regulate my emotional responses to avoid overreacting.
4. I am aware of my own emotions and how they affect my behavior.
5. I can accurately identify my emotional strengths and weaknesses.
6. I reflect on my emotional experiences to understand their impact on my actions.
7. I communicate effectively with others, even in difficult conversations.
8. I am able to build and maintain positive relationships with colleagues.
9. I handle conflicts constructively and work towards resolution.
10. I am able to understand and share the feelings of others.
11. I listen actively to others and validate their emotional experiences.
12. I am sensitive to the emotional needs of those around me and respond appropriately.