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# THE SYNERGISTIC IMPACT OF THREE PILLARS OF HUMAN INTELLIGENCE EQ, CQ, AND COMMUNICATION QUOTIENT ON ORGANIZATIONAL SUCCESS

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## Abstract:

Many studies have been conducted to discover the different quotients of human intelligence because it attracts the interest of both the popular literature and within academia. The primary aim of this paper is to explore the interplay between different quotients of human intelligence including emotional intelligence quotient , communication quotient and creativity quotient to foster a culture of innovation and increasing productivity and employee satisfaction . Data for the study were collected for the field study from 124 administrative employees working in private schools in Beirut, Lebanon to explain the importance of these three quotients.

The descriptive analytical method was used depending on a closed survey to collect data. The findings show a relationship between the three quotients. emotional intelligence effects interpersonal relationship which positively effects strategic and therefore improve their employment competitiveness and administrative skills. Additionally, EQ, CQ, and communication skills

## Keywords:

Emotional intelligence, Creativity Quotient , Communication, Quotient

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# 1 Introduction

Leadership and effective management are considered the heart of every organization. In today's rapidly evolving educational landscape, the role of effective management within institutions is more critical than ever. Emotional intelligence (EQ), communication quotient and creativity quotient (CQ) are three components of human intelligence that leads to organizational success. When intersected effectively, they can create a powerful synergy that fosters innovation, enhances employee satisfaction, and drives overall organizational performance. Human intelligence encompasses not only cognitive abilities but also emotional and social intelligence (Tiefenthaler, D., & Schumacher, 2023). The three pillars EQ, CQ, and Communication Quotient of human intelligence contribute significantly to the decision-making processes, leadership qualities, and overall managerial performance in educational settings (Rajest et al., 2023). Understanding how to leverage Human intelligence helps institutions and higher education improve the employment competitiveness of students and enhance administrative skills (Jarrahi, Lutz, & Newlands, 2022). This exploration delves into the multifaceted ways in which human intelligence can optimize management practices leading to more efficient education. As emotional intelligence is increasingly associated to the improvement of organization's efficiency, on one hand and on the other creativity and interpersonal relationship as a modern form of work, is constantly being highlighted and is of special interest to study the effect of emotional intelligence on the administrative works which will be and purpose of the present study.

## 2 Literature review

Recently workplace became a complex place that recommends new kinds of skills for both individuals and organizations to thrive such as emotional intelligence, creativity, and effective communication. This literature review explores the interconnectedness of these three quotients and their impact on organizational productivity and employee satisfaction.

### 2.1 Emotional Intelligence. Quotient

Emotional intelligence, as explained by Salovey and Mayer (1990), is the ability to recognize, understand, and manage emotions in oneself and others. Goleman (1995) proceeded and expanded the definition emphasizing its importance in personal and professional success. Research has consistently shown that emotional intelligence is positively correlated with job performance and productivity (Boyatzis, Goleman, & McKee, 2013; Schutte, 2009), fosters stronger interpersonal relationships between administration and employees (Bar-On, 2006), and is a crucial component of effective leadership (Goleman, 1998).

### 2.2 Creativity Quotient

Creativity, a cornerstone of innovation that request coming up with novel and valuable ways of making things or solving problems allowing the organization to survive and adapt to the changing market conditions. Research considers creativity is a key driver of innovation (Amabile, 1996), that allows individuals to solve complex problems (Sternberg, 1996), and contributes to organizational success (Kaufman & Sternberg, 2001).

## 2.3 Communication Quotient

Effective communication is crucial for establishing relationships, resolving conflicts, and allowing organizational goals. Strong communication skills makes teamwork and collaboration effective and leads to better results (Cohen & Bradford, 1991), contribute to higher customer satisfaction (Reichheld & Sasser, 1990), and can enhance employee engagement and job satisfaction (Gallo, 2016).

## 2.4 Interconnections of quotients and Impact

The intersection of EQ, CQ, and communication skills is vital for building a culture of innovation. Emotional intelligence, creativity, and communication skills are highly interconnected and leads to a positive environment reducing stress and anxiety which is mutually reinforcing. And promotes creativity (Amabile, 1996). Creative individuals are the cornerstone of the succes of the organization in this digital age and often need strong communication skills to effectively show their ideas and inspire others (Sternberg, 1996). Emotional intelligence on the otherside allows individuals to understand and respond to the emotions of others, leading allowing effective communication and increase employee satisfaction (Goleman, 1998).

The combined impact of these three competencies on productivity and employee satisfaction is significant. Employees with high levels of emotional intelligence, creativity, and communication skills are more likely to be productive, innovative, and engaged in their work. A positive work environment, fostered by these competencies, can lead to higher job satisfaction and lower turnover rates. Organizations that prioritize the development of these skills are more likely to achieve long-term success and competitive advantage. the intersections of the three pillars establish a powerful synergy that leads to the organizational success.

## 3 Significance of the study

This research adds to the existing body of knowledge on educational management by highlighting the critical role of human intelligence, providing a foundation for future studies and practical applications. Goleman explained in his writing the importance of emotional intelligence and its effect on the success of leaders. Thus, this research explores how emotional intelligence influences managerial performance and can improve decision making which helps institutions improve the quality of education and support students with the right skills. It provides insights into how human intelligence. Moreover, the findings can be used to inform training and development programs for educational managers, helping them to enhance their cognitive, emotional, and social intelligence skills for better performance.

## 4 Objectives of the study

- To explore the impact of emotional intelligence, creativity, and communication skills on organizational outcomes.
- To identify tactics and best practices that may be used to merge creativity, emotional intelligence and communication skills to foster a culture of innovation and collaboration and improve judgment problem-solving in learning environments
- To explore the intersection of EQ, CQ, and communication skill effectiveness in developing productive environment and allowing employee satisfaction.

- To identify strategies that foster innovation and improve emotional intelligence addressing challenges within educational management.

## 5 Research Gap

Managing assets in this changing era became about the ability to use assets delivering value to the organization focusing more on the human capital. The current changes in the modern era impose on all types of organizations the need to possess human capital and talents with distinguished knowledge, skills, and abilities, as well as a high level of creativity and the ability to respond quickly to the demands of change (Lubis, Tjahjono, & Wahyuningsih, 2023). This is necessary to ensure that higher education institutions can survive, continue, and compete by excelling in their performance and the educational programs they offer, which must align with the demands of the 21st century. Therefore, higher education institutions must find optimal ways to invest in and develop human intellect, harnessing this human potential to achieve creative innovation and the adoption of advanced technology. Trilling and Fadel (2009) explained regarding the 21st-century skills gap and predicted that it would cost the business sector large sums of money to find, qualified employers and to reprepare skilled labor to reach the desired level through costly training programs. They emphasized that enhancing 21st-century competencies is a gradual process that can only be achieved through advanced educational systems. Accordingly, the Organization for Economic Cooperation and Development (OECD) conducted research to track the development of key competencies, concluding that educational systems in the 21st century must help students develop the skills and competencies needed for individual growth and social progress (Ohueri, Habil, & Liew, 2023).. While there is growing recognition of the significance of both human capital and 21st century skills to compete in the modern workforce, there is a vital research gap concerning the integration of these two concepts within higher education. Therefore, the research aimed to explore the role that human intelligence plays through its dimensions (emotional intelligence, learning and creativity, and effective communication) in the development of administrative work and the importance of these skills to compete in this century.

## 6 Research Questions Based on the Hypotheses

Main Hypothesis: There Is a statistically significant Relationship between the dimensions of human intelligence and the development of administrative work.

First Hypothesis: There is a statistically significant relationship between an employee's emotional intelligence skills and the development of administrative work.

Research Question 1: To what extent do emotional intelligence skills, such as self-awareness, self-regulation, empathy, and social skills, contribute to the development of administrative work?

Second Hypothesis: There Is a statistically significant relationship between an employee's effective communication skills and the development of administrative work.

Research Question 2: How do effective communication skills, such as verbal and written communication, active listening, and interpersonal skills, impact the development of administrative work?

Third Hypothesis: There is a statistically significant relationship between an individual's creativity and innovation skills and the development of administrative work.

Research Question 3: How do creativity and innovation skills, such as problem-solving, adaptability, and out-of-the-box thinking, contribute to the development of administrative work?

## 7 Research Methodology

The Descriptive Analytical Method is a research approach that involves collecting, describing, and analyzing data to understand and explain a particular phenomenon. This method combines two key aspects (Vaismoradi, Turunen, & Bondas, 2023): The Descriptive Analytical Method is commonly used in social sciences, education, and business research where the objective is not only to describe what is happening but also to understand why it is happening by exploring the underlying factors and causes. A closed questionnaire was used in this study which is a type of survey instrument where respondents are provided with a set of predefined options for each question, and they must choose from these options (Fife-Schwa, 2020). This format limits the responses to a specific set of answers, making data analysis more straightforward and quantifiable.

## 8 Research Population & Samples

The research population consists of private schools in Beirut Governorate, which are higher educational institutions providing advanced education and research. These schools are primarily managed and funded by the private sector rather than the government. Unlike public schools, which are funded and managed by the government or governmental bodies, private schools offer more flexibility in their academic programs. They can provide a diverse range of disciplines and educational programs based on market needs and student requirements. Private schools are often known for their focus on professional and practical fields such as engineering, business administration, and technology, as well as a strong emphasis on research and innovation.

The research sample includes the administrative staff working in the schools where the field study will be conducted.

## 9 Field study results and their interpretation

### 9.1 Reliability Test (Cronbach's Alpha)

**Table No (1): Reliability Test (Cronbach's Alpha)**

Research Dimensions	Cronbach's Alpha	N of Items
Emotional Intelligence Skill	0.825	8
Effective Communication Skill	0.882	8
Creativity and Innovation Skill.	0.798	8

The Cronbach's Alpha test result for the three sections of the questionnaire exceeded 0.65, which allows us to consider this questionnaire reliable for use.

## 10 Statistical Analysis of the Research Dimensions

### 10.1 The Relationship Between Employees' Emotional Intelligence Skills and the Development of Administrative Work

The table below shows the relationship between employees' emotional intelligence and the development of administrative work. Emotional intelligence is considered a vital factor in developing administrative work and achieving success in various work environments. It helps employees understand their own feelings and those of their colleagues and supervisors, which enhances effective communication. An employee with high emotional intelligence can express their thoughts and feelings clearly and listen effectively to others, reducing misunderstandings and conflicts. Table No.(2) illustrates the nature of this relationship from the employees' perspective as follows:

**Table No. (2): The relationship between an employee's emotional intelligence and the development of administrative work.**

#	Emotional Intelligence Skill Items.	Mean	Std. Deviation	Degree of Correlation
1	The school management is concerned with developing emotional intelligence among its employees, which helps in interacting effectively and positively with the entire team	3.37	1.24	Agree
2	The school management is concerned with developing emotional intelligence among its employees because it will make employees more capable of working within a team	3.51	1.11	Agree
3	The school management is concerned with developing emotional intelligence among its employees because it helps achieve a balance between emotion and reason when making decisions	3.41	1.11	Agree
4	Administrators with high emotional intelligence can assess the impact of their decisions on themselves, leading to more wise and comprehensive decision-making.	3.42	1.12	Agree
5	Employees who feel appreciated and understood by their managers tend to be more loyal and motivated	4.52	1.15	Strongly Agree
6	Emotional intelligence can enhance morale and productivity by creating a supportive and respectful work environment	4.60	1.09	Strongly Agree

7	Emotional intelligence drives individuals to recognize their personal strengths and weaknesses and work on self-improvement	4.58	1.14	Strongly Agree
8	Administrators who practice emotional intelligence are more capable of continuous improvement and adapting to changes	4.05	1.08	Agree
	Total	4.19	0.56	Agree

The table shows the results of a survey conducted to highlight the relationship between emotional intelligence and administrative work within a school setting. Specific aspects of the emotional intelligence were measured in the survey using a mean on a scale from 1 to 5 and standard deviation that shows the degree of correlation between emotional intelligence and the development of administrative work. The findings shows **positive correlation** between emotional intelligence and administrative work. This means that as emotional intelligence increases, so does the ability to perform administrative tasks effectively.: The mean scores for all items are above 3 which shows a great approval of the relation between emotional intelligence and administrative work. It is shown that the average mean value for this section is 4.19, indicating that employees with high emotional intelligence can work effectively within a team. They are able to manage differences and handle conflicts constructively, which fosters team spirit and enhances overall team productivity. It also shows that when employees are being appreciated and understood by their managers, belong and become more productive indicating the importance of interpersonal relationships in the workplace. Thus, we can notice that the ability to control emotions and manage tensions is a key characteristic of emotional intelligence. Employees who possess this ability can better handle work-related stress, maintaining high performance levels and reducing instances of burnout. In summary, emotional intelligence as is the table shows is a powerful tool to enhance administrative work as its shown above. By improving communication and collaboration, managing stress, making well-considered decisions, and building strong relationships, employees can significantly contribute to the overall performance of the organization and promote a positive work environment. The findings shows that there is a statistically significant relationship between an employee's emotional intelligence skills and the development of administrative work.

## 10.2 The relationship between an employee's effective communication skills and the development of administrative work.

Effective communication is one of the fundamental skills that plays a vital role in enhancing administrative work. When employees possess effective communication skills, numerous benefits can be achieved that contribute to improving administrative performance and increase productivity. Table (3) shows the relationship between an employee's effective communication skills and the development of administrative work.

Effective communication helps in conveying ideas and information clearly, reducing the likelihood of misunderstandings and errors. This, in turn, enhances task execution and the achievement of goals more efficiently. When employees are able to communicate effectively, it becomes easier for them to work as a team. Good communication contributes to building

positive relationships among team members, which strengthens collaboration and increases the effectiveness of teamwork.

**Table No. (3): The relationship between an employee's effective communication skills and the development of administrative work.**

#	Emotional Intelligence Skill Items.	Mean	Std. Deviation	Degree of Correlation
1	Effective communication ensures that information and ideas are conveyed clearly among all parties.	4.05	1.12	Agree
2	Effective communication involves listening to employees' concerns and providing constructive feedback.	3.78	1.02	Agree
3	Effective communication contributes to improved coordination and helps teams work together more harmoniously, enhancing efficiency and reducing redundancy and confusion.	3.88	1.13	Agree
4	Effective communication provides a framework for resolving conflicts in a constructive manner.	4.54	1.17	Strongly Agree
5	Good communication ensures that important information flows to decision-makers.	3.52	1.10	Agree
6	Open and honest communication fosters trust between management and employees, leading to stronger and more loyal working relationships.	3.88	1.12	Agree
7	Effective communication facilitates the transfer of knowledge and the exchange of ideas.	4.56	1.21	Strongly Agree
8	Effective communication helps all individuals in the organization work towards achieving common goals in a coordinated and organized manner.	4.33	1.19	Strongly Agree
	Total	3.77	1.09	Agree

The table shows a positive correlation coefficients between all eight items indicating effective relationship between the two quotients of human intelligence and shows a parallel relationship between them as one increase the other does and vice versa. Furthermore, The mean scores



for all items is 3.77 which show strong agreement that effective communication is essential for resolving conflicts, transferring knowledge, and working towards common goals. This highlights the vital role of communication in establishing a positive and productive work environment. Effective communication contributes to organizing tasks and allocating resources more efficiently. By clearly outlining goals and expectations, employees can focus on important tasks and avoid distractions, thereby improving time management and resource utilization. The ability to communicate effectively also helps in dealing with conflicts and problems constructively. Employees with communication skills can negotiate and reach satisfactory solutions for all parties, maintaining a positive work environment. Having employees with effective communication skills significantly contributes to the development of administrative work by improving understanding, enhancing collaboration, increasing job satisfaction, improving time and resource management, resolving conflicts, fostering innovation, and facilitating the change process. These combined factors lead to a more productive and successful work environment. Additionally, effective communication enhances employees' sense of being heard and valued. When leaders can communicate clearly with their team and provide constructive feedback, employees feel more satisfied and motivated, which boosts their level of commitment and performance. The findings shows that there is a statistically significant relationship between an employee's effective communication skills and the development of administrative work and answers the second research question.

### 10.3 The relationship between an individual's creativity and innovation skills and the development of administrative work.

Creativity and innovation skills are vital competencies that significantly contribute to the development of administrative work. Creative individuals are capable of thinking outside the box and providing innovative solutions to complex problems. This helps in making more effective decisions based on new and unconventional ideas. Additionally, innovation can lead to improvements in administrative processes, making them more efficient. By developing new methods of working and streamlining procedures, productivity can be increased and costs reduced.

We will elaborate on this further through the following table:

**Table No. (4): The relationship between an individual's creativity and innovation skills and the development of administrative work.**

#	Emotional Intelligence Skill Items.	Mean	Std. Deviation	Degree of Correlation
1	Creativity can lead to the development of new and more effective methods for performing daily tasks.	3.56	1.11	Agree
2	Innovation drives management to think about the future and seek new opportunities for growth.	3.79	1.08	Agree
3	Creativity helps managers develop new strategies to address challenges and meet changing market needs.	3.88	1.21	Agree

4	Creative projects often require teamwork and collaboration between different teams.	3.87	1.09	Agree
5	Innovation can provide new and creative solutions to old problems. Managers can use creative thinking to address challenges in ways that have not been considered before.	4.56	1.14	Strongly Agree
6	Companies that invest in innovation are typically better able to stand out from their competitors. Innovation can provide a competitive advantage by offering unique products or services.	3.88	1.21	Agree
7	Creative thinking can lead to discovering new ways to utilize resources more effectively.	3.87	1.09	Agree
8	A culture of creativity enhances an organization's ability to generate new ideas regularly.	4.56	1.14	Strongly Agree
	Total	3.85	1.11	Agree

The results shows that the mean scores are above 3.5 highlighting a general agreement that creativity and innovation are crucial skills for administrative tasks and highlight the significance of creativity and innovation for building new ways of working, thinking about the future, and addressing challenges which foster a creative environment and give the organization an advantage and helps it to stand out from competitors. Overall, the table provides evidence that creativity and innovation skills are highly valued in the context of administrative work. These skills are believed to be essential for developing new methods, strategies, and solutions, as well as for gaining a competitive advantage. The overall mean score is 3.85, which is considered "Good." Organizations that support creativity and innovation are better able to offer new and unique products and services, giving them a competitive edge in the market. This can lead to increased market share and the attraction of new customers. Creativity and innovation also encourage continuous learning and professional development. Creative individuals are typically interested in acquiring new skills and enhancing their knowledge, which contributes to the development of their management and leadership skills. Moreover, having individuals with creativity and innovation skills significantly contributes to the development of administrative work by improving problem-solving and decision-making, increasing efficiency and productivity, enhancing adaptability and flexibility, motivating employees, building a positive organizational culture, boosting competitiveness, facilitating professional development, and improving crisis management. These combined factors contribute to enhancing administrative performance and the overall success of the organization. The findings shows that there is a statistically significant relationship between an individual's creativity and innovation skills and the development of administrative work. Creativity also enables individuals to adapt quickly to changes in the work environment. In a dynamic business world, the ability to adapt and be flexible is essential for ensuring the continuity and success of the organization in facing new challenges. A work environment that encourages creativity and innovation enhances employee satisfaction and motivation. When

employees feel that their ideas are valued and they have space to express their creativity, their commitment and loyalty to the organization increase.

## 11 Testing Research Hypotheses

The Spearman's rank correlation test was used to measure the strength and direction of the relationship between the study variables. The correlation coefficient was calculated for the four sections that encompass the dimensions of e-management implementation.

### Testing the first hypothesis

**Table No. (5): The correlation coefficient for the relationship between an employee's emotional intelligence and the development of administrative work**

Variables		Development of administrative work	Nature of the relationship
Emotional intelligence	Spearman's rank correlation coefficient	0.762	Strong positive
	Significance level	0.00	

The table above shows that the statistical significance level is 0.000, which is less than 0.05. This indicates that there is a relationship between an employee's emotional intelligence and the development of administrative work. The strength of this relationship is 0.762, suggesting a strong statistical effect of the first variable on the second.

### Testing the second hypothesis

**Table No. (6): The correlation coefficient for the relationship between an employee's effective communication skills and the development of administrative work.**

Variables		Development of administrative work	Nature of the relationship
Effective communication skills	Spearman's rank correlation coefficient	0.775	Strong positive
	Significance level	0.000	

The table above shows that the statistical significance level is 0.000, which is less than 0.05. This indicates that there is a relationship between an employee's effective communication skills and the development of administrative work. The strength of this relationship is 0.775, suggesting a strong statistical effect of the first variable on the second.

### Testing the Third hypothesis

**Table No. (7): The correlation coefficient for the relationship between e-management in education and alignment with digital transformation..**

Variables		Development of administrative work	Nature of the relationship
Creativity and innovation skills	Spearman's rank correlation coefficient	0.889	Strong positive
	Significance level	0.000	

The table above shows that the statistical significance level is 0.000, which is less than 0.05. This indicates that there is a relationship between an employee's creativity and innovation skills and the development of administrative work. The strength of this relationship is 0.889, suggesting a strong statistical effect of the first variable on the second.

## 12 Discussion

Through the collection of data for the field study, which involved measuring and analyzing employees' responses to the study's dimensions, we have reached the following results:

- The overall mean score for this dimension is 4.19, indicating that employees with high emotional intelligence can work effectively within a team. They are capable of handling differences and managing conflicts constructively, which enhances team spirit and increases overall team productivity.
- The overall mean score for this dimension is 3.77, rated as "Good," which is a clear indicator from the responses of most employees who agreed with the statements in this dimension. Effective communication contributes to organizing tasks and allocating resources more efficiently.
- The overall mean score is 3.85, rated as "Good." Organizations that support creativity and innovation excel in offering new and unique products and services, providing them with a competitive advantage in the market.
- The relationship between human intelligence and the development of administrative work in schools plays a crucial role in improving the quality of education and the effectiveness of administrative performance. This relationship can be analyzed through several aspects:
  - The ability to understand and effectively interact with others contributes to building a positive work environment.
  - Emotional intelligence helps managers motivate employees and students, leading to improved performance and increased overall satisfaction.
  - The ability to work effectively within a team and collaborate with colleagues leads to improved teamwork and more effective implementation of joint projects.
  - Social intelligence facilitates building relationships and networks within the school and with the local community, enhancing support and collaboration.

- The ability to think creatively contributes to developing new ideas and improving administrative methods. Schools that support creativity experience continuous improvements in teaching and management methods.

In summary, human intelligence in all its dimensions plays a vital role in developing administrative work in schools, contributing to an improved work environment, enhanced collaboration, and effective achievement of educational goals.

### 13 Limitations

This study is subject to certain limitations that are crucial to mention

- Subject Boundaries and size samples: The study focuses on the role of human intelligence in enhancing administrative work in private schools in Beirut Governorate which is a small sample.
- Spatial Boundaries: A sample of private schools in Lebanon within the Beirut Governorate.
- Temporal Boundaries: The study was conducted during the academic year 2023-2024.
- Human Boundaries: A sample of administrative staff from the schools included in the study.

These limitations make their appearance once we choose quantitative research as a methodology since we focus in testing the existing theory, without contributing to the development of new theories as the quantitative data collection lagging behind the qualitative data which are considered to be enriched as they provide us with information about experiences, feelings, motives etc. (Kyriazopoulos & Samanta, 2011; Samanta, 2010).

### 14 Future research and recommendations

It is crucial to carry out researches in more organizations with a larger sample in order to further and deeper explore the impact of high degree of emotional intelligence on improving of administrative work and employee satisfaction. It would be useful if future research evaluate critical thinking skills through assessing the impact of critical thinking on the quality of administrative decisions in schools and how to enhance these skills among educational leaders as well as explore how integrating smart tools like information management systems and e-learning platforms with human expertise can enhance administrative efficiency. Additionally, the separation of working groups and design training programs to enhance strategic management skills, emotional intelligence and social interactions among employees.

The development of administrative work in schools heavily relies on human intelligence, encompassing various aspects such as decision-making, human resource management, and operational efficiency. It is also beneficial to explore how cultural awareness among managers affects the management of schools with students and staff from diverse cultural backgrounds affect their relationships and how emotional intelligence can help managers avoid some bias and increase productivity.

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