Presenting an Efficient Adaptive Model Based on Employee Behavioral Intelligence (Case Study: Customs Administration and Tax Administration of Hormozgan Province)

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A r t i c l e   I n f o

A B S T R A C T

Objective: This study aims to present an efficient adaptive model based on employee behavioral intelligence, specifically within the Customs Administration and Tax Administration of Hormozgan Province. The focus is on understanding the impact of various dimensions of behavioral intelligence, including intrapersonal, interpersonal, stress management, adaptability, and general mood intelligence, on employee performance and organizational outcomes.

Methodology:

A qualitative research design was employed, utilizing semi-structured interviews to collect data from 22 employees of the Customs Administration and Tax Administration of Hormozgan Province. Participants were selected through purposive sampling to ensure rich and relevant data. The interviews were transcribed and analyzed using NVivo software, which facilitated the identification of key themes and patterns. Theoretical saturation was achieved, ensuring the comprehensiveness of the data collected.

Findings: The study identified several key dimensions of behavioral intelligence that significantly impact employee performance. Intrapersonal intelligence, including self-awareness, assertiveness, self-esteem, self-actualization, and independence, was found to be crucial for personal and professional growth. Interpersonal intelligence, encompassing empathy, responsibility, and effective interpersonal relationships, was essential for teamwork and collaboration. Stress management intelligence, including stress tolerance and impulse control, enabled employees to handle workplace pressures effectively. Adaptability intelligence, involving problem-solving, reality testing, and flexibility, was vital for navigating dynamic work environments. General mood intelligence, characterized by optimism and happiness, was linked to higher job satisfaction and productivity.

Conclusion: The findings highlight the critical role of behavioral intelligence in enhancing employee performance and organizational outcomes. By understanding and developing various dimensions of behavioral intelligence, organizations can create a more supportive, adaptive, and productive work environment. The study provides valuable insights for both researchers and practitioners, emphasizing the importance of comprehensive training programs and a positive organizational culture.

Keywords: *Behavioral Intelligence, Employee Performance, Organizational Outcomes, Intrapersonal Intelligence, Interpersonal Intelligence, Stress Management, Adaptability, General Mood, Customs Administration, Tax Administration.*

1   Introduction

Employee behavioral intelligence is a multifaceted construct that significantly impacts organizational outcomes. Ahmad and Yekta (2010) highlighted the relationship between perceived organizational support, leadership behavior, and job satisfaction, emphasizing the importance of supportive and intelligent leadership in enhancing job satisfaction (Ahmad & Yekta, 2010). Similarly, Khalili (2017) discussed transformational leadership's role in promoting organizational citizenship behavior (OCB), which is closely related to various dimensions of behavioral intelligence, including empathy and responsibility (Khalili, 2017).

The relevance of behavioral intelligence extends to innovative behaviors within organizations. Bilgen and Elçi (2022) demonstrated the mediating role of organizational intelligence in the relationship between quantum leadership and innovative behavior, underscoring the necessity of intelligent behaviors for fostering innovation (Bilgen & Elçi, 2022). Afsar et al. (2020) further explored how cultural intelligence and work engagement contribute to innovative work behavior, indicating that behavioral intelligence is crucial for sustaining innovation (Afsar et al., 2020).

Intrapersonal behavioral intelligence includes self-awareness, assertiveness, self-esteem, self-actualization, and independence. Recognizing one's strengths and weaknesses, as highlighted by Ahmad et al. (2017), is foundational for effective personal development and leadership. Assertiveness, involving confident decision-making and expression, is vital for leadership roles (Bilgen & Elçi, 2022). Self-esteem and self-actualization are crucial for personal growth and achieving one's potential (Emami, 2014) in his study on the effects of emotional intelligence on counterproductive work behaviors. Independence, or self-reliance, is essential for effective performance and autonomy in the workplace (Abdillah, 2023).

Interpersonal behavioral intelligence involves empathy, responsibility, and interpersonal relationships. Empathy, the ability to understand and share the feelings of others, is fundamental for building strong interpersonal relationships (Soltani & Keyvanara, 2013). Responsibility, including accepting and fulfilling commitments, is critical for building trust and reliability within teams (Rezaeian et al., 2013). Effective interpersonal relationships, encompassing communication skills and cooperation, are vital for teamwork and collaboration (Ahmad et al., 2017).

Stress management behavioral intelligence encompasses stress tolerance and impulse control. Managing stress effectively is crucial for maintaining productivity and well-being in high-pressure environments (Ahmad & Yekta, 2010). Impulse control, or the ability to regulate one's immediate reactions, is essential for rational decision-making and avoiding negative consequences (Bilgen & Elçi, 2022).

Adaptability behavioral intelligence includes problem-solving, reality testing, and flexibility. Problem-solving skills are essential for overcoming challenges and finding creative solutions (Khalili, 2017). Reality testing, or realistic assessment, helps individuals set achievable goals and manage expectations (Valmohammadi, 2011). Flexibility, the ability to adapt to changes and remain open to new ideas, is crucial for navigating dynamic work environments (Afsar et al., 2020).

General mood behavioral intelligence involves optimism and happiness. Optimism, a positive outlook on the future, helps individuals remain hopeful and motivated even in the face of setbacks (Rezaeian et al., 2013). Happiness, characterized by positive energy and enthusiasm, is linked to increased job satisfaction and performance (Emami, 2014).

In the context of the Customs Administration and Tax Administration of Hormozgan Province, enhancing behavioral intelligence among employees can lead to improved organizational performance and employee well-being. Previous research has demonstrated the significant impact of emotional intelligence and organizational politics on employee turnover and performance (Yaseen, 2020). Furthermore, spiritual and emotional intelligence has been

shown to positively influence employee ethical behavior and performance, highlighting the importance of a holistic approach to intelligence (Abdillah, 2023; Zacharias, 2022).

The theoretical framework for this study integrates concepts from various dimensions of behavioral intelligence, including intrapersonal, interpersonal, stress management, adaptability, and general mood. This comprehensive approach aligns with existing literature on the influence of intellectual, emotional, and spiritual intelligence on employee performance (Alpisarrin, 2024; Fimasari, 2024). By incorporating these dimensions, the study aims to develop an adaptive model that enhances employee performance and organizational outcomes.

In today's dynamic and competitive organizational environments, understanding and enhancing employee performance has become a critical focus for both researchers and practitioners. The integration of behavioral intelligence, encompassing intrapersonal, interpersonal, adaptability, stress management, and general mood dimensions, is essential in fostering a productive and harmonious workplace. This study aims to present an adaptive model based on employee behavioral intelligence, focusing on the Customs Administration and Tax Administration of Hormozgan Province.

2 Methods and Materials

2.1 Study Design and Participants

This study employs a qualitative research design to explore and develop an adaptive model based on the behavioral intelligence of employees. The focus of the research is on the Customs Administration and Tax Administration of Hormozgan Province.

The research population consists of employees from the Customs Administration and Tax Administration in Hormozgan Province. A total of 22 individuals were selected as participants using purposive sampling. This method ensures that participants who are knowledgeable and experienced in the subject matter are included, allowing for rich and relevant data collection.

The concept of theoretical saturation was employed to determine the appropriate sample size. Theoretical saturation occurs when additional interviews no longer provide new information or insights. In this study, saturation was achieved after 22 interviews, indicating that the collected data was sufficient to address the research questions.

2.2 Data Collection

Data collection was conducted through semi-structured interviews. This method was chosen to allow for in-depth exploration of participants' experiences, perceptions, and insights regarding employee behavioral intelligence and its application in their respective organizations.

The interviews were designed to be flexible, with a set of predetermined questions to guide the conversation while allowing for additional probing questions based on participants' responses. This approach helped to capture comprehensive and nuanced information.

2.3 Data Analysis

The collected interview data was analyzed using NVivo software, a qualitative data analysis tool. NVivo facilitated the organization, coding, and analysis of the interview transcripts. The software enabled the identification of key themes and patterns within the data, which were crucial for developing the adaptive model.

The analysis process involved several steps:

Transcription: All interviews were transcribed verbatim to ensure accuracy.

Coding: The transcriptions were imported into NVivo, where they were systematically coded. Initial coding focused on broad categories related to employee behavioral intelligence.

Thematic Analysis: The coded data was then subjected to thematic analysis to identify recurring themes and patterns. Themes were refined and categorized based on their relevance to the research objectives.

Model Development: Insights from the thematic analysis were used to develop the adaptive model. The model was iteratively refined based on the identified themes and the relationships between them.

3 Findings and Results

The study included 22 participants from the Customs Administration and Tax Administration of Hormozgan Province. The demographic characteristics of the participants were varied. Of the 22 participants, 14 (63.6%) were male and 8 (36.4%) were female. The age distribution showed that 5 participants (22.7%) were under 30 years old, 12 participants (54.5%) were between 30 and 40 years old, and 5 participants (22.7%) were over 40 years old. Regarding educational background, 6 participants (27.3%) held a bachelor's degree, 13 participants (59.1%) had a

master's degree, and 3 participants (13.6%) possessed a doctoral degree. In terms of job experience, 7 participants (31.8%) had less than 5 years of experience, 10 participants (45.5%) had between 5 and 10 years of experience, and 5 participants (22.7%) had more than 10 years of experience.

These diverse demographic characteristics provided a comprehensive perspective on employee behavioral intelligence across different ages, genders, education levels, and job experiences.

Table 1

Summary of Thematic Analysis Results

Category (Themes)	Subcategories	Concepts (Open Codes)
A - Intrapersonal Behavioral Intelligence	1 - Behavioral Self-Awareness	Recognizing strengths, Recognizing weaknesses, Receptiveness to feedback
	2 - Assertiveness	Quick decision-making, Independent decision-making, Confidently expressing opinions
	3 - Self-Esteem	Self-respect, Valuing oneself, Self-acceptance
	4 - Self-Actualization	Pursuing personal goals, Developing new skills, Personal success
	5 - Independence	Self-reliance, Self-management, Not needing others' approval
B - Interpersonal Behavioral Intelligence	1 - Empathy	Understanding others' feelings, Attentiveness to others' needs, Compassion
	2 - Responsibility	Accepting responsibilities, Fulfilling commitments, Accountability
	3 - Interpersonal Relationships	Communication skills, Networking, Cooperation and interaction
C - Stress Management Behavioral Intelligence	1 - Stress Tolerance	Stress management, Calmness in difficult situations, Stress reduction strategies
	2 - Impulse Control	Self-control, Preventing immediate reactions, Rational decision-making
D - Adaptability Behavioral Intelligence	1 - Problem Solving	Analyzing situations, Finding creative solutions, Evaluating options
	2 - Reality Testing	Realistic assessment, Acceptance of realities, Adjusting expectations
	3 - Flexibility	Adapting to changes, Openness to new ideas, Adjustability
E - General Mood Behavioral Intelligence	1 - Optimism	Positive outlook on the future, Hopefulness, Anticipating success
	2 - Happiness	Positive energy, Enthusiasm, Life satisfaction

3.1 Intrapersonal Behavioral Intelligence

Behavioral Self-Awareness: This subcategory includes recognizing one's strengths and weaknesses and being receptive to feedback. Participants emphasized the importance of self-awareness in improving their work performance. One participant mentioned, "Understanding my strengths helps me to leverage them effectively in my tasks, while being aware of my weaknesses allows me to work on them or seek assistance when necessary."

Assertiveness: Assertiveness involves quick decision-making, independent decision-making, and confidently expressing opinions. Employees highlighted the value of assertiveness in a work environment. As one interviewee noted, "Being assertive allows me to make decisions without hesitation and express my ideas confidently, which is crucial for leadership roles."

Self-Esteem: This subcategory focuses on self-respect, valuing oneself, and self-acceptance. High self-esteem was found to be essential for maintaining motivation and resilience. A participant shared, "Valuing myself and my contributions boosts my confidence and helps me stay motivated, even during challenging times."

Self-Actualization: Self-actualization includes pursuing personal goals, developing new skills, and achieving personal success. Employees felt that striving for self-actualization was key to their professional growth. One respondent stated, "Setting personal goals and working towards them not only enhances my skills but also gives me a sense of accomplishment."

Independence: This involves self-reliance, self-management, and not needing others' approval. Independence was seen as a critical trait for effective performance. An interviewee remarked, "Being independent in my work means I can manage my tasks efficiently without constantly seeking validation from others."

3.2 Interpersonal Behavioral Intelligence

Empathy: Empathy includes understanding others' feelings, attentiveness to others' needs, and showing compassion. Participants highlighted empathy as a cornerstone of strong interpersonal relationships. One interviewee explained, "Being empathetic helps me connect

with my colleagues and understand their perspectives, which fosters a collaborative work environment."

Responsibility: Responsibility involves accepting responsibilities, fulfilling commitments, and being accountable. Employees stressed the importance of responsibility in building trust and reliability. A participant noted, "Taking responsibility for my actions and commitments is crucial for maintaining trust with my team and superiors."

Interpersonal Relationships: This subcategory covers communication skills, networking, and cooperation. Effective interpersonal relationships were deemed vital for teamwork and collaboration. One respondent shared, "Good communication and networking skills enable me to build strong relationships, which are essential for successful teamwork."

3.3 Stress Management Behavioral Intelligence

Stress Tolerance: Stress tolerance includes stress management, maintaining calmness in difficult situations, and using stress reduction strategies. Participants recognized the need for effective stress management to sustain productivity. An interviewee mentioned, "Managing stress effectively helps me stay focused and calm, even in high-pressure situations."

Impulse Control: Impulse control involves self-control, preventing immediate reactions, and making rational decisions. Employees found impulse control critical for thoughtful decision-making. One participant stated, "Controlling my impulses allows me to make more rational decisions and avoid hasty actions that could have negative consequences."

3.4 Adaptability Behavioral Intelligence

Problem Solving: Problem-solving includes analyzing situations, finding creative solutions, and evaluating options. Participants emphasized problem-solving skills as essential for overcoming challenges. One respondent remarked, "Analyzing problems thoroughly and coming up with creative solutions is key to handling complex issues effectively."

Reality Testing: Reality testing involves realistic assessment, acceptance of realities, and adjusting expectations. Employees highlighted the importance of staying grounded in reality. An interviewee explained, "Assessing situations realistically helps me set achievable goals and manage my expectations effectively."

Flexibility: Flexibility covers adapting to changes, being open to new ideas, and adjustability. Flexibility was seen as crucial for navigating dynamic work environments. One participant shared, "Being flexible and open to new ideas helps me adapt to changes quickly and remain effective in my role."

3.5 General Mood Behavioral Intelligence

Optimism: Optimism includes having a positive outlook on the future, hopefulness, and anticipating success. Participants found optimism to be a driving force for perseverance. An interviewee noted, "Maintaining a positive outlook helps me stay hopeful and motivated, even when faced with setbacks."

Happiness: This subcategory focuses on positive energy, enthusiasm, and life satisfaction. Employees linked happiness with increased job satisfaction and performance. One respondent stated, "Feeling enthusiastic and satisfied with my life translates to higher job satisfaction and better performance at work."

4 Discussion and Conclusion

This study aimed to present an adaptive model based on employee behavioral intelligence, focusing on the Customs Administration and Tax Administration of Hormozgan Province. The findings highlighted the importance of various dimensions of behavioral intelligence, including intrapersonal, interpersonal, stress management, adaptability, and general mood intelligence, in enhancing employee performance and organizational outcomes.

Intrapersonal Behavioral Intelligence: The study found that self-awareness, assertiveness, self-esteem, self-actualization, and independence are crucial for personal and professional growth. Participants emphasized that recognizing their strengths and weaknesses, being assertive in decision-making, valuing themselves, striving for self-actualization, and being independent significantly impacted their job performance and satisfaction.

Interpersonal Behavioral Intelligence: Empathy, responsibility, and effective interpersonal relationships were identified as key components. Participants noted that empathy allowed them to understand and connect with their colleagues, responsibility helped them build trust, and strong interpersonal relationships facilitated teamwork and collaboration.

Stress Management Behavioral Intelligence: Stress tolerance and impulse control were critical for managing

workplace pressures. Employees who could manage stress effectively and control their impulses were better equipped to handle challenging situations and make rational decisions.

Adaptability Behavioral Intelligence: Problem-solving, reality testing, and flexibility were essential for navigating the dynamic work environment. The ability to analyze problems, assess situations realistically, and adapt to changes were highlighted as vital skills.

General Mood Behavioral Intelligence: Optimism and happiness were linked to higher job satisfaction and performance. Participants who maintained a positive outlook and enthusiasm were more motivated and productive.

The results of this study align with previous research emphasizing the importance of behavioral intelligence in organizational settings. Ahmad and Yekta (2010) found that perceived organizational support and leadership behavior significantly impact job satisfaction, supporting our findings on the importance of intrapersonal and interpersonal intelligence (Ahmad & Yekta, 2010).

Khalili (2017) demonstrated that transformational leadership promotes organizational citizenship behavior (OCB), which resonates with our results highlighting the role of empathy, responsibility, and interpersonal relationships (Khalili, 2017). Bilgen and Elçi (2022) showed the mediating role of organizational intelligence in fostering innovative behavior, aligning with our findings on adaptability and problem-solving skills (Bilgen & Elçi, 2022).

Afsar et al. (2020) highlighted the role of cultural intelligence and work engagement in promoting innovative work behavior. This supports our findings on the importance of flexibility and reality testing in adapting to changing environments (Afsar et al., 2020). Similarly, Emami (2014) found that emotional intelligence reduces counterproductive work behaviors, aligning with our findings on stress management and impulse control (Emami, 2014).

Rezaeian et al. (2013) emphasized the role of trust in enhancing organizational citizenship behavior, which supports our findings on the importance of responsibility and strong interpersonal relationships (Rezaeian et al., 2013). Soltani and Keyvanara (2013) discussed the role of cultural intelligence in social adaptability, which resonates with our findings on flexibility and empathy (Soltani & Keyvanara, 2013).

Despite the significant findings, this study has several limitations. First, the study is limited to the Customs Administration and Tax Administration of Hormozgan Province, which may limit the generalizability of the results to other organizational contexts. The sample size of 22 participants, while sufficient for qualitative research, may not capture the full diversity of employee experiences and perspectives. Additionally, the reliance on self-reported data from semi-structured interviews may introduce biases, as participants may present socially desirable responses or may not accurately recall their experiences.

Future research should aim to address these limitations by expanding the scope of the study to include different organizations and industries. Larger sample sizes could provide a more comprehensive understanding of the impact of behavioral intelligence across various contexts. Additionally, employing a mixed-methods approach, combining qualitative and quantitative data, could enhance the robustness of the findings and provide deeper insights into the relationships between different dimensions of behavioral intelligence and organizational outcomes.

Moreover, longitudinal studies could be conducted to examine the long-term effects of behavioral intelligence on employee performance and organizational success. Investigating the role of cultural factors and organizational climate in shaping behavioral intelligence could also provide valuable insights. Future research could explore the impact of interventions aimed at enhancing behavioral intelligence, such as training programs and leadership development initiatives.

Based on the findings of this study, several practical recommendations can be made for organizations aiming to enhance employee performance and organizational outcomes through behavioral intelligence. Firstly, organizations should invest in training programs that focus on developing intrapersonal and interpersonal skills, such as self-awareness, assertiveness, empathy, and responsibility. These programs can help employees better understand and manage their emotions, make more informed decisions, and build stronger relationships with colleagues.

Organizations should also create a supportive work environment that encourages stress management and impulse control. This could include providing resources and training on stress reduction techniques, promoting work-life balance, and fostering a culture of open communication and support. Encouraging employees to engage in problem-solving and decision-making processes can also enhance their adaptability and flexibility, allowing them to navigate changes and challenges more effectively.

Finally, promoting a positive organizational culture that values optimism and happiness can lead to higher job satisfaction and performance. This could involve

recognizing and celebrating employee achievements, providing opportunities for career growth and development, and creating a work environment that fosters enthusiasm and motivation.

In conclusion, this study highlights the critical role of behavioral intelligence in enhancing employee performance and organizational outcomes. By understanding and developing various dimensions of behavioral intelligence, organizations can create a more supportive, adaptive, and productive work environment.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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