Evaluating the Impact of Emotional Intelligence on Human Resource Productivity among Managers and Supervisors of National Housing Projects in Qom: The Mediating Role of Organizational Trauma

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Abstract

In today's highly challenging environment, human resource productivity, as one of the key components of organizational success, is significantly influenced by soft skills, particularly emotional intelligence. In project-oriented environments such as construction projects, the role of managers and supervisors in maintaining employee motivation, efficiency, and psychological well-being is critically important. The present study aimed to evaluate the impact of emotional intelligence on the human resource productivity of managers and supervisors involved in the National Housing Projects in Qom, with an emphasis on the mediating role of organizational trauma. The present research was applied in terms of purpose and descriptive-survey in terms of data collection method. The statistical population consisted of all managers and supervisors of the National Housing Project workshops in Qom, among whom 154 individuals were selected as the sample size using Cochran's formula and simple random sampling. Data collection instruments included the Emotional Intelligence Questionnaire developed by Schutte et al. (1998), the Human Resource Productivity Questionnaire by Hersey and Goldsmith (1980), and the Organizational Trauma Questionnaire developed by Vivian and Horman (2015). The content validity of the questionnaires was confirmed by a panel of experts and managers from the Engineering Organization. Reliability was assessed using Cronbach's alpha coefficient through SPSS version 26, and all coefficients were calculated above 0.70. The results obtained through PLS software indicated that emotional intelligence has a significant effect on the human resource productivity of managers and supervisors in the National Housing Projects of Qom through the mediating role of organizational trauma. Emotional intelligence also significantly affects both human resource productivity and organizational trauma among managers and supervisors of the National Housing Project workshops in Qom. Furthermore, organizational trauma significantly affects human resource productivity among these managers and supervisors. Therefore, it is recommended that organizations implement emotional intelligence training and crisis management programs in order to provide an appropriate foundation for improving human resource performance.

Keywords: *Emotional intelligence, human resource productivity, organizational trauma*

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1. Introduction

In the contemporary competitive and rapidly changing organizational environment, human resource productivity has become one of the most critical determinants of organizational survival, sustainability, and strategic success. Organizations increasingly recognize that technological infrastructure, financial capital, and operational systems alone cannot guarantee organizational effectiveness unless they are supported by productive, motivated, and psychologically healthy human resources. Human resource productivity is therefore regarded as a multidimensional

construct encompassing employee efficiency, effectiveness, commitment, adaptability, and performance quality within organizational settings [1, 2]. In project-based organizations, particularly within construction and national infrastructure projects, the significance of human resource productivity becomes even more pronounced because project outcomes are highly dependent on the coordination, resilience, communication, and managerial competence of supervisors and project leaders.

National housing projects constitute one of the most complex forms of organizational activity due to their high operational pressure, strict timelines, environmental uncertainty, budget constraints, workforce diversity, and continuous interactions among various stakeholders. In such environments, managers and supervisors are exposed to numerous psychological, organizational, and interpersonal challenges that can directly influence workforce productivity and organizational effectiveness. Consequently, identifying the psychological and managerial factors affecting human resource productivity in these environments has become a significant concern for organizational researchers and practitioners [3, 4]. Recent studies emphasize that the enhancement of employee productivity cannot be achieved merely through technical supervision or financial incentives, but rather requires attention to emotional, psychological, and social dimensions of organizational behavior [5, 6].

Among the psychological factors influencing organizational performance, emotional intelligence has received extensive scholarly attention during recent decades. Emotional intelligence refers to an individual's ability to perceive, understand, regulate, and effectively utilize emotions in personal and interpersonal contexts. The concept, initially developed within organizational psychology and behavioral sciences, has gradually emerged as one of the most influential predictors of leadership effectiveness, employee adaptability, organizational commitment, and workplace productivity [7, 8]. Emotional intelligence enables managers and employees to maintain emotional balance under stressful conditions, improve communication quality, resolve conflicts constructively, and establish supportive organizational relationships. In high-pressure project environments such as construction projects, these capabilities become particularly important because emotional instability and ineffective interpersonal interactions can significantly reduce team performance and project productivity.

The role of emotional intelligence in enhancing organizational learning and employee development has been emphasized in multiple studies. Kaur and Hirudayaraj highlighted that emotionally intelligent leaders are more capable of promoting organizational learning processes, improving communication channels, and creating adaptive work environments conducive to employee growth and productivity [7]. Similarly, Schlaegel et al. demonstrated that different dimensions of emotional intelligence significantly influence job satisfaction and various facets of job performance across different organizational and cultural contexts [8]. These findings suggest that emotional intelligence functions not only as an individual psychological characteristic but also as a strategic organizational resource that can enhance workforce efficiency and organizational adaptability.

In addition to leadership performance, emotional intelligence has also been linked to employee resilience, psychological well-being, and coping mechanisms in stressful organizational settings. Chikobvu and Harunavamwe found that emotional intelligence positively influences employee resilience and work engagement, particularly among healthcare professionals exposed to high levels of occupational stress [9]. Likewise, Chesnokova et al. emphasized that emotional and social intelligence serve as important personal resources for coping with uncertainty and managing psychological pressures in professional environments [10]. These findings are highly relevant for project-oriented organizations where uncertainty, time pressure, and operational risks are constant organizational realities.

The relationship between emotional intelligence and human resource productivity has also been examined within management and organizational behavior literature. Baluch Zadeh reported that emotional intelligence significantly improves employee performance by strengthening interpersonal communication, motivation, and decision-making abilities [11]. Zamani and Rafiei similarly argued that emotional intelligence positively affects social, psychological, and developmental dimensions of human resources, thereby enhancing organizational effectiveness and employee productivity [12]. From this perspective, emotional intelligence contributes to organizational productivity not only through direct behavioral effects but also through the creation of psychologically supportive work environments that facilitate employee engagement and collaboration.

Despite the substantial body of literature emphasizing the positive role of emotional intelligence, recent organizational studies suggest that productivity outcomes are also strongly influenced by organizational trauma and workplace psychological experiences. Organizational trauma refers to the collective psychological and emotional disturbances experienced by employees due to stressful organizational events, prolonged uncertainty, managerial conflicts, toxic work environments, job insecurity, or crisis-related organizational disruptions. Organizational trauma can weaken employee motivation, increase burnout, reduce trust, impair communication, and ultimately decrease organizational productivity and performance. In construction and infrastructure projects, where employees and supervisors often face operational uncertainty, physical risks, and continuous pressure, organizational trauma can become a critical factor affecting workforce effectiveness and project outcomes.

The emergence of organizational trauma as a management concern has intensified following the increasing complexity of modern workplaces and the growing recognition of employee psychological health as a determinant of organizational sustainability. Studies in human resource management indicate that traumatic organizational experiences can reduce employee commitment, weaken team cohesion, and create long-term productivity losses if not appropriately managed [13, 14]. Taufik et al., through the S-O-R theoretical framework, emphasized that environmental and psychological stimuli within organizations significantly shape employee behavioral responses and productivity outcomes [13]. This perspective suggests that organizational trauma may function as an intervening psychological mechanism through which emotional and environmental factors influence employee productivity.

Moreover, contemporary organizational theories increasingly emphasize the importance of psychologically safe and emotionally supportive workplaces for sustaining productivity and innovation. Human resource leadership models highlight that organizational culture, collaboration, emotional support, and workforce well-being are strongly interconnected with productivity enhancement [5]. Similarly, recent investigations into strategic human resource management demonstrate that organizational productivity is influenced by a combination of individual competencies, organizational climate, leadership practices, and cultural dimensions [15, 16]. These findings imply that emotional intelligence may indirectly influence productivity by reducing organizational trauma and improving psychological adaptation within the workplace.

Human resource productivity itself has evolved from a purely operational concept into a strategic organizational construct associated with innovation, adaptability, and sustainable performance. Contemporary management studies emphasize that productivity improvement requires integrated approaches involving leadership development, employee empowerment, emotional competence, and organizational support systems [2, 6]. Employee empowerment, for example, has been recognized as a major determinant of workforce productivity because empowered employees demonstrate higher levels of responsibility, creativity, and organizational commitment [6]. Emotional intelligence may reinforce these outcomes by enabling managers and supervisors to create participatory and psychologically supportive work environments.

Furthermore, recent studies conducted in different organizational sectors have highlighted the role of strategic management and human resource development in improving workforce productivity. Husain et al. emphasized that human resource development initiatives significantly increase work productivity through training, skill enhancement, and organizational support mechanisms [4]. Miri also underscored the strategic role of human resource productivity in achieving organizational transformation and sustainable development within institutional systems [17]. Similarly, Moqaddar Kargar proposed a comprehensive knowledge-based model of human resource productivity emphasizing the integration of organizational knowledge, managerial competencies, and employee psychological capabilities [18]. These perspectives collectively demonstrate that productivity enhancement requires multidimensional strategies encompassing emotional, cognitive, and organizational variables.

Another important factor affecting productivity in contemporary organizations is the changing nature of work environments. Hybrid work structures, organizational flexibility, and technological transformation have introduced new psychological demands and managerial challenges that require emotionally intelligent leadership approaches. Eskandari found that hybrid work environments significantly affect employee motivation and productivity depending on managerial communication quality and psychological support systems [19]. In project-based construction environments, where coordination and teamwork are essential, emotionally intelligent leadership may therefore play a critical role in mitigating stress and

maintaining employee productivity under changing operational conditions.

In addition, work discipline, organizational compensation systems, and managerial fairness have also been associated with productivity outcomes in organizational settings. Salim et al. demonstrated that work discipline and compensation significantly influence employee productivity through motivational and behavioral mechanisms [14]. However, while structural and financial variables remain important, recent human resource research increasingly suggests that psychological and emotional variables may have equally significant effects on productivity because they shape employee engagement, resilience, and interpersonal effectiveness. Emotional intelligence may therefore function as a central mechanism integrating psychological well-being, organizational communication, and performance outcomes.

Despite the growing literature concerning emotional intelligence and productivity, limited research has specifically examined the mediating role of organizational trauma in the relationship between emotional intelligence and human resource productivity, particularly within large-scale national construction projects. Most previous studies have focused either on the direct relationship between emotional intelligence and performance or on the general psychological aspects of workplace behavior without addressing the organizational trauma mechanism. Furthermore, research addressing managers and supervisors within the context of national housing projects remains relatively scarce despite the highly stressful and operationally demanding nature of such environments.

The National Housing Projects in Qom represent a particularly important context for examining these relationships because project managers and supervisors operate under continuous operational pressure, workforce management challenges, environmental uncertainty, and high public expectations. In such settings, emotional intelligence may significantly contribute to reducing organizational trauma, improving psychological resilience, strengthening workplace relationships, and ultimately enhancing human resource productivity. Understanding these relationships can therefore provide practical insights for organizational policymakers, construction industry managers, and human resource specialists seeking to improve workforce performance and organizational sustainability.

Accordingly, the present study aimed to evaluate the impact of emotional intelligence on human resource productivity among managers and supervisors of the National Housing Projects in Qom with emphasis on the mediating role of organizational trauma.

2. Methodology

This study was applied in terms of purpose and descriptive-survey in terms of methodology. The statistical population consisted of all managers and supervisors of the National Housing Project workshops in Qom, totaling 256 individuals. A sample of 154 participants was selected using Cochran's formula and simple random sampling.

In this study, questionnaire instruments were used as follows:

A) **Human Resource Productivity Questionnaire:** In the present study, the Human Resource Productivity Questionnaire based on the ACHIEVE model developed by Hersey and Goldsmith (1980) was employed. This questionnaire consists of 26 items measured on a Likert scale and evaluates seven dimensions of human resource productivity within the ACHIEVE model. The questionnaire is based on the dimensions of ability, clarity and understanding, motivation, organizational support, feedback, validity, and compatibility and was designed by Hersey and Goldsmith (1980). A five-point Likert scale was used in this questionnaire, including very high, high, moderate, low, and very low. The scoring method was as follows: very high = 5, high = 4, moderate = 3, low = 2, and very low = 1. The minimum possible score was 26 and the maximum was 130. Scores ranging from 26 to 43 indicate a low level of office automation productivity, scores between 44 and 88 indicate a moderate level of office automation productivity, and scores above 88 indicate a high level of office automation productivity.

B) **Emotional Intelligence Questionnaire:** This questionnaire was developed by Schutte et al. (1998) based on the theoretical model of emotional intelligence proposed by Salovey and Mayer (1990) and was designed to assess emotional intelligence among adolescents. Schutte et al., using factor analysis and principal component analysis on the responses of 316 participants to 62 items and a scale developed based on this model, identified four factors. The first factor (the current questionnaire) included 32 items with an eigenvalue of 10.79, while the second to fourth factors demonstrated eigenvalues of 3.58, 2.90, and 2.53, respectively. The 33 items included in the first factor reflected the conceptual model of emotional intelligence proposed by Salovey and Mayer (1990). In Iran, this test was

standardized by Khosro Javid (2002). Khosro Javid conducted the study on 234 male and female middle school students in Tehran using the 33-item version of the scale. The reliability of the total emotional intelligence scale based on internal consistency was reported as 0.81. Factor analysis of the scale using the principal component analysis method identified three factors: emotion regulation (α = 0.81), emotion appraisal and expression (α = 0.67), and utilization of emotion (α = 0.50). In this study, total emotional intelligence demonstrated significant correlations with its three subscales at coefficients of 0.80, 0.74, and 0.69, respectively.

C) **Organizational Trauma Questionnaire:** This questionnaire was adopted from the معتبر research conducted by Vivian and Horman (2015) and is designed to assess organizational trauma. The questionnaire consists of 22 items and five components. The validity and reliability of the Organizational Trauma Questionnaire developed by Vivian and Horman have been confirmed.

Data analysis was performed using SPSS version 26 for the description of demographic information and descriptive statistics related to the study variables. After testing and confirming the model fit, the Structural Equation Modeling (SEM) approach was used to establish causal relationships among the latent variables of the study (main variables). The SEM approach is a comprehensive method used to test relationships between observed variables and latent constructs in hypotheses. This study was survey-based, and the collected data were analyzed accordingly. Statistical data analysis was conducted using SPSS version 26, while structural equation modeling was performed using SMART-PLS version 3 software.

3. Findings and Results

Among the respondents, men constituted the majority of the statistical sample, accounting for 62.3% (96 individuals), while women represented 37.7% (58 individuals). In terms of marital status, married participants constituted the largest group with 77.2% (119 individuals), whereas single participants accounted for 22.8% (35 individuals). Most respondents were between 31 and 40 years old, comprising 39.6% of the sample (61 individuals). Participants aged between 20 and 30 years demonstrated the lowest frequency. Regarding educational level, the highest frequency belonged to individuals holding a bachelor's degree, representing 50.3% of the sample (78 individuals). Participants with master's degrees (34 individuals) and doctoral degrees (29 individuals) ranked subsequently.

Table 1. Factor Loadings of the Research Questionnaire Items

Construct	Questionnaire Item	Factor Loading	t-Statistic
Emotional Intelligence	Q1	0.712	9.153
	Q2	0.756	13.749
	Q3	0.769	12.265
	Q4	0.649	9.282
	Q5	0.969	23.290
	Q6	0.671	7.546
	Q7	0.831	17.598
	Q8	0.787	17.518
	Q9	0.746	12.303
	Q10	0.836	23.056
	Q11	0.704	10.236
	Q12	0.752	13.560
	Q13	0.753	13.081
	Q14	0.853	17.320
	Q15	0.670	5.790
	Q16	0.683	9.544
	Q17	0.759	14.926
	Q18	0.940	5.672
	Q19	0.621	3.729
	Q20	0.699	9.300
	Q21	0.733	3.181
	Q22	0.777	11.410
	Q23	0.828	11.991
	Q24	0.802	11.371

	Q25	0.895	22.491
	Q26	0.948	3.381
	Q27	0.841	12.298
	Q28	0.844	15.442
	Q29	0.893	11.201
	Q30	0.949	9.209
	Q31	0.683	7.496
	Q32	0.794	5.800
	Q33	0.827	6.301
Human Resource Productivity	Q34	0.732	5.430
	Q35	0.897	6.446
	Q36	0.870	4.798
	Q37	0.747	9.695
	Q38	0.764	7.630
	Q39	0.613	9.196
	Q40	0.620	11.383
	Q41	0.697	6.301
	Q42	0.883	3.012
	Q43	0.766	14.222
	Q44	0.861	23.801
	Q45	0.871	36.346
	Q46	0.869	29.377
	Q47	0.829	22.870
	Q48	0.702	11.768
	Q49	0.792	15.802
	Q50	0.735	10.514
	Q51	0.881	31.703
	Q52	0.764	6.813
	Q53	0.767	6.227
	Q54	0.682	5.034
	Q55	0.862	9.757
	Q56	0.833	9.166
	Q57	0.754	9.237
	Q58	0.764	4.516
	Q59	0.779	5.769
Organizational Trauma	Q60	0.808	7.815
	Q61	0.634	7.601
	Q62	0.882	3.886
	Q63	0.759	9.590
	Q64	0.830	12.551
	Q65	0.849	16.867
	Q66	0.842	20.025
	Q67	0.786	11.441
	Q68	0.799	16.332
	Q69	0.711	9.543
	Q70	0.687	9.610
	Q71	0.838	20.363
	Q72	0.786	8.994
	Q73	0.669	5.817
	Q74	0.705	6.040
	Q75	0.648	3.854
	Q76	0.607	3.561
	Q77	0.617	5.252
	Q78	0.725	8.322
	Q79	0.737	2.803
	Q80	0.706	7.469
	Q81	0.687	5.507

As presented in Table 1, the factor loadings and t-statistics for all research items exceeded 0.50 and 1.96, respectively. Therefore, the research model was confirmed in terms of factor loadings and t-statistics.

Table 2. Cronbach's Alpha and Composite Reliability Coefficients

Row	Construct	Convergent Validity (AVE)	Cronbach's Alpha	Composite Reliability	Rho_A
1	Human Resource Productivity	0.737	0.825	0.849	0.855
2	Organizational Trauma	0.549	0.987	0.752	0.778
3	Emotional Intelligence	0.525	0.725	0.937	0.824

According to Table 2, the Cronbach's alpha coefficients and composite reliability values for all three constructs exceeded 0.70, indicating acceptable model reliability. Furthermore, based on the obtained results, all Average Variance Extracted (AVE) values were greater than 0.50; therefore, the convergent validity of the research model was confirmed.

Several criteria were employed to assess the structural model fit, among which the Z significance coefficients constituted the primary and most fundamental criterion. Structural model fit based on t-values requires these coefficients to exceed 1.96 in order to confirm significance at the 95% confidence level. However, it should be noted that t-values merely indicate the significance of relationships and cannot measure the strength of relationships between constructs. At the 95% confidence level, if the t-statistic exceeds 2.58, the path coefficient is considered significant at the 99% confidence level.

Table 3. Z Significance Coefficients (t-values)

Row	Path	t-value
1	Emotional Intelligence → Human Resource Productivity	6.659
2	Emotional Intelligence → Organizational Trauma	9.779
3	Organizational Trauma → Human Resource Productivity	11.527

To examine the significance of relationships between the research indicators and their corresponding constructs, regression coefficients or path coefficients were utilized. The results obtained from SMART-PLS version 3 are presented in Table 4.

Table 4. Path Regression Coefficients (Beta Values)

Row	Path	Regression Coefficient
1	Emotional Intelligence → Human Resource Productivity	0.555
2	Emotional Intelligence → Organizational Trauma	-0.611
3	Organizational Trauma → Human Resource Productivity	-0.730

In this study, the R^2 values related to the model variables were calculated using SMART-PLS version 3. Higher R^2 values for endogenous constructs indicate a better model fit. Chin (1998) proposed values of 0.19, 0.33, and 0.67 as benchmarks for weak, moderate, and strong structural model fit, respectively.

Table 5. R^2 Values of the Research Dimensions

Row	Dimensions	R^2 Values
1	Human Resource Productivity	0.695
2	Organizational Trauma	0.773

Based on the results presented in Table 5, the R^2 values for the research constructs exceeded 0.67, indicating a strong structural model fit.

The Q^2 criterion determines the predictive power of the model. Values of 0.02, 0.15, and 0.35 for an endogenous construct indicate weak, moderate, and strong predictive relevance of the related exogenous constructs, respectively.

Table 6. Q^2 Values of the Research Dimensions

Row	Dimensions	Q^2 Values
1	Human Resource Productivity	0.225
2	Organizational Trauma	0.482
3	Emotional Intelligence	0.347

According to the results presented in Table 6, the Q^2 values for the research variables demonstrated acceptable predictive relevance, confirming the research model in terms of Q^2 status.

Table 7. Summary of the Research Hypotheses

Hypothesis	Hypothesis Statement	Result
1	Emotional Intelligence → Human Resource Productivity	Confirmed
2	Emotional Intelligence → Organizational Trauma	Confirmed
3	Organizational Trauma → Human Resource Productivity	Confirmed
4	Emotional Intelligence → Organizational Trauma → Human Resource Productivity	Confirmed

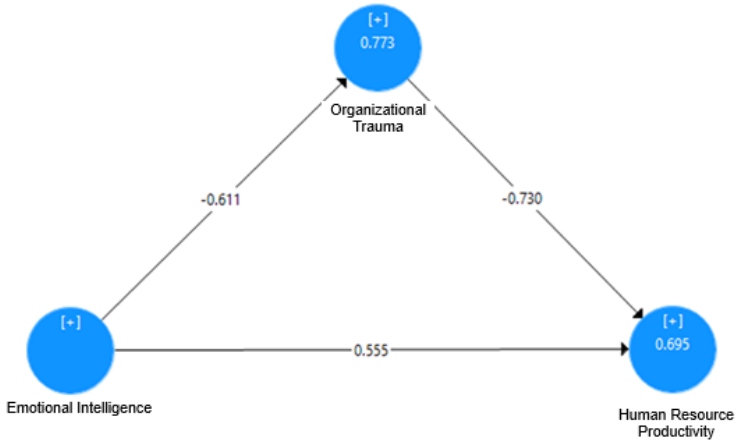

Figure 1. Model with Factor Loadings

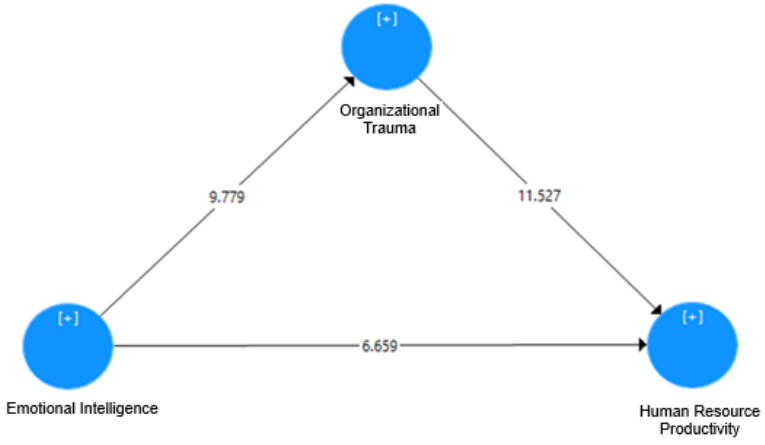

Figure 2. Model with T-Values

The findings indicated that all research hypotheses were confirmed and were consistent with the hypotheses formulated in the first chapter. In the final chapter of this study, a general conclusion and comparison of the obtained findings with previous studies are presented.

4. Discussion and Conclusion

The present study aimed to investigate the impact of emotional intelligence on human resource productivity among managers and supervisors of the National Housing Projects in Qom with emphasis on the mediating role of organizational trauma. The findings demonstrated that emotional intelligence had a significant positive effect on human resource productivity. Furthermore, emotional intelligence significantly reduced organizational trauma, while organizational trauma negatively affected human resource productivity. The mediating role of organizational trauma in the relationship between emotional intelligence and productivity was also confirmed. Overall, the findings indicate that emotional intelligence functions as a critical psychological and managerial capability that can improve organizational productivity both directly and indirectly through the reduction of traumatic organizational experiences.

One of the major findings of the study was the significant positive relationship between emotional intelligence and human resource productivity. This finding suggests that managers and supervisors possessing higher emotional intelligence are more capable of maintaining effective communication, controlling workplace stress, motivating employees, and creating psychologically supportive work environments, all of which contribute to higher workforce productivity. In project-based organizations such as construction and national housing projects, managerial effectiveness is highly dependent on interpersonal communication, emotional regulation, and adaptive leadership because employees are exposed to continuous operational pressures and environmental uncertainties. Emotionally intelligent managers can therefore establish more stable and collaborative organizational climates that improve employee efficiency and commitment.

The findings of the present study are consistent with the results reported by Baluch Zadeh, who concluded that emotional intelligence significantly improves human resource performance through enhanced communication, interpersonal understanding, and managerial effectiveness [11]. Similarly, Zamani and Rafiei emphasized that emotional intelligence positively influences psychological, social, and developmental dimensions of employees, thereby strengthening organizational effectiveness and productivity [12]. These studies support the argument that emotional intelligence contributes to organizational productivity not merely as an individual personality trait but as a strategic managerial competence that improves organizational interactions and employee engagement.

The results are also aligned with the study conducted by Schlaegel et al., who demonstrated that emotional intelligence dimensions significantly influence job satisfaction and multiple aspects of job performance across different organizational contexts [8]. The consistency between these findings and the present study indicates that emotionally intelligent managers are more successful in maintaining employee motivation and operational effectiveness even within highly demanding work environments. Since construction projects involve intensive coordination, deadline pressure, and operational risks, emotionally intelligent leadership may help reduce interpersonal conflicts and improve workforce cohesion, thereby increasing productivity levels.

The significant effect of emotional intelligence on organizational trauma represents another important finding of the study. The negative path coefficient observed in the structural model indicates that higher emotional intelligence among managers and supervisors contributes to lower levels of organizational trauma. This finding can be interpreted from the perspective that emotionally intelligent individuals possess greater abilities in emotional regulation, empathy, stress management, and constructive conflict resolution. Consequently, they are more capable of preventing toxic organizational climates, reducing psychological tensions, and creating emotionally secure work environments.

This result is consistent with the findings of Chikobvu and Harunavamwe, who reported that emotional intelligence enhances employee resilience and psychological adaptation under stressful working conditions [9]. Employees and managers with stronger emotional intelligence can better cope with occupational stress and uncertainty, which reduces the likelihood of traumatic organizational experiences. Likewise, Chesnokova et al. emphasized that emotional and social intelligence function as critical personal resources for coping with uncertainty and psychological pressure [10]. These findings are particularly relevant in construction project environments where managers and supervisors constantly face operational complexity, workforce challenges, and organizational instability.

The reduction of organizational trauma through emotional intelligence can also be explained through leadership and organizational culture theories. Emotionally intelligent leaders tend to create more collaborative, fair, and psychologically supportive organizational climates. Such environments reduce employee anxiety, distrust, and emotional exhaustion while improving interpersonal trust and organizational cohesion. Aduwo et al. emphasized that organizational culture, collaboration, leadership quality, and workforce productivity are closely interconnected within human resource leadership models [5]. Therefore, managers with higher emotional intelligence may positively shape organizational culture and minimize the psychological conditions that contribute to organizational trauma.

Another significant finding of the study was the negative effect of organizational trauma on human resource productivity. This result demonstrates that traumatic organizational experiences significantly reduce employee effectiveness, motivation, and work performance. Organizational trauma often manifests through emotional exhaustion, reduced organizational trust, interpersonal conflict, job dissatisfaction, and psychological instability, all of which impair workforce productivity. In project-oriented organizations such as national housing projects, where teamwork and coordination are essential for operational success, organizational trauma can severely disrupt communication processes and reduce collective efficiency.

The findings are compatible with recent human resource management literature emphasizing the detrimental effects of stressful and psychologically unsafe workplaces on employee productivity. Taufik et al. argued that organizational stimuli and workplace psychological conditions significantly shape employee behavioral outcomes and productivity through emotional and cognitive mechanisms [13]. According to the S-O-R theoretical framework proposed in their study, negative organizational environments can trigger adverse emotional responses that weaken employee engagement and productivity. The present study similarly confirms that organizational trauma acts as a major barrier to effective human resource performance.

The results are also consistent with the findings of Salim et al., who demonstrated that workplace conditions and managerial practices significantly influence employee productivity [14]. Organizational trauma can weaken work discipline, increase psychological fatigue, and reduce employee commitment, ultimately impairing organizational efficiency. Furthermore, Heydarfard and Rezayati emphasized that employee empowerment and supportive managerial approaches are essential for improving organizational productivity [6]. When employees experience organizational trauma, empowerment processes become ineffective because psychological insecurity reduces employee participation and motivation.

The mediating role of organizational trauma in the relationship between emotional intelligence and human resource productivity constitutes one of the most important contributions of the present study. The findings indicate that emotional intelligence improves productivity not only directly but also indirectly through reducing organizational trauma. This suggests that emotionally intelligent managers are capable of creating psychologically healthier organizational environments that protect employees from traumatic workplace experiences and consequently enhance workforce performance.

This finding expands existing literature on emotional intelligence and organizational productivity by introducing organizational trauma as a significant psychological mechanism. Previous studies have mainly focused on the direct effects of emotional intelligence on performance and leadership effectiveness, whereas the present study demonstrates that emotional intelligence also functions as a protective organizational factor against workplace trauma. In this regard, the findings support the arguments presented by Kaur and Hirudayaraj, who emphasized that emotionally intelligent leadership facilitates organizational learning, communication, and adaptive workplace environments [7]. Adaptive and psychologically safe environments are less likely to produce traumatic organizational experiences and therefore contribute to sustained productivity.

The findings also align with recent strategic management and human resource productivity studies. Ramazani Borukhani et al. emphasized that organizational, environmental, cultural, and individual factors collectively influence human resource productivity [15]. Emotional intelligence can therefore be viewed as an individual managerial capability that shapes organizational climate and employee psychological experiences, thereby influencing productivity outcomes. Similarly, Vardi et al. proposed that productivity enhancement models require integrated approaches considering environmental, managerial, and human dimensions simultaneously [16]. The present study supports this multidimensional perspective by demonstrating that emotional intelligence and organizational trauma jointly influence workforce productivity.

Another important implication of the findings concerns the role of human resource development and strategic

management in organizational productivity enhancement. Husain et al. argued that human resource development initiatives improve employee productivity through training, support, and organizational capability development [4]. Emotional intelligence training programs may therefore represent valuable organizational interventions capable of improving both managerial performance and employee psychological well-being. Similarly, Miri emphasized the strategic role of human resource productivity in achieving institutional transformation and organizational development [17]. The present findings suggest that organizational transformation initiatives should incorporate psychological and emotional dimensions alongside technical and operational strategies.

The study also supports the knowledge-based productivity perspectives proposed by Moqaddar Kargar, who emphasized the integration of managerial competencies, organizational knowledge, and employee psychological capabilities in productivity models [18]. Emotional intelligence appears to function as one of the central managerial competencies contributing to psychologically healthy and productive workplaces. Moreover, Qavidel and Mahboubi emphasized the strategic role of human resource management in increasing organizational productivity [2]. The present findings further demonstrate that effective human resource management requires attention to emotional and psychological variables in addition to operational performance indicators.

Furthermore, the findings can be interpreted within the context of changing contemporary work environments. Eskandari reported that hybrid work structures significantly influence employee motivation and productivity depending on the quality of managerial communication and support systems [19]. Although the present study focused on construction projects rather than hybrid workplaces, both contexts emphasize the importance of emotionally intelligent leadership under complex and uncertain working conditions. Emotional intelligence therefore appears to represent a universal managerial competency applicable across various organizational structures and operational settings.

Overall, the findings of the present study indicate that emotional intelligence plays a critical role in enhancing human resource productivity and reducing organizational trauma among managers and supervisors of National Housing Projects in Qom. Organizational trauma was also identified as a significant factor negatively affecting workforce productivity and mediating the relationship between emotional intelligence and performance outcomes. These findings emphasize the importance of integrating emotional intelligence development, psychological support systems, and trauma-sensitive management practices into organizational policies and human resource strategies.

One of the limitations of the present study was its restriction to managers and supervisors of National Housing Projects in Qom, which may limit the generalizability of the findings to other industries and organizational settings. In addition, the study relied on self-report questionnaires, which may have been influenced by response bias and subjective perceptions. The cross-sectional nature of the research also limited the ability to examine long-term causal relationships among emotional intelligence, organizational trauma, and productivity variables.

Future studies are recommended to investigate these relationships in different organizational sectors and cultural contexts in order to improve the generalizability of the findings. Researchers may also employ longitudinal designs to examine the long-term effects of emotional intelligence on organizational trauma and productivity over time. Additionally, future research could explore the moderating roles of organizational culture, leadership style, job stress, and employee resilience in the relationship between emotional intelligence and workforce productivity.

From a practical perspective, organizations are advised to implement emotional intelligence training programs for managers and supervisors in order to strengthen communication skills, stress management abilities, and psychologically supportive leadership behaviors. Organizations should also develop mechanisms for identifying and reducing organizational trauma through employee counseling services, supportive organizational climates, and crisis management strategies. Furthermore, integrating psychological well-being initiatives into human resource management systems may significantly improve employee productivity, organizational commitment, and operational effectiveness within project-based organizations.

Authors' Contributions

Authors equally contributed to this article.

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Declaration of Interest

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Ethical Considerations

All procedures performed in this study were under the ethical standards.

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