Nanotechnology Perceptions
ISSN 1660-6795
www.nano-ntp.com

Competitive Intelligence on Chaotic Management with moderate role of Emotional Intelligence in Insurance Industry in Iran

Ahmad Latifian

Assistant Professor, Department of Management, Faculty of Economics and Administrative Sciences, Ferdowsi University of Mashhad, Iran.
Email: latifian@um.ac.ir

The purpose of this study is to explore the interplay between Competitive Intelligence (CI), Emotional Intelligence (EI), and Chaotic Management (CM) within the Iranian insurance industry. The research aims to identify how CI and EI contribute to enhancing organizational resilience and adaptability in chaotic and uncertain environments, with a focus on the unique challenges faced by insurance companies in Iran. A quantitative research methodology was employed, utilizing a structured questionnaire distributed to 300 employees and managers from public and private insurance companies. The questionnaire measured key variables using validated scales for CI, EI, and CM. Data were analyzed through descriptive statistics, Pearson correlation, multiple regression, ANOVA, and Structural Equation Modeling (SEM) to test the relationships between the variables and assess the proposed framework. The findings indicate that both CI and EI have significant positive effects on CM, with EI demonstrating a stronger influence. The correlation analysis revealed significant relationships between all three variables, highlighting the interconnectedness of CI and EI in supporting CM. Regression results showed that 48% of the variance in CM is explained by CI and EI, emphasizing their critical roles in managing chaos. Additionally, ANOVA results revealed significant differences in CM practices between public and private insurance companies, suggesting that organizational context influences adaptability. SEM analysis confirmed the validity of the proposed model and the synergistic effects of CI and EI on CM. The study concludes that integrating CI and EI into CM practices is essential for enhancing organizational resilience and adaptability in chaotic environments. These findings provide valuable insights for managers and policymakers in the insurance industry, offering practical recommendations to foster innovation, collaboration, and strategic decision-making.

Keywords: Competitive Intelligence, Emotional Intelligence, Chaotic Management, Insurance Industry, Organizational Resilience, Iran.

1. Introduction

Chaotic Management refers to a management approach that addresses the challenges and complexities of organizational and business environments characterized by uncertainty, rapid changes, and unpredictable conditions. This concept has gained significant importance in

today's fast-paced world, where organizations face new and evolving challenges (Khananda et al., 2024; Seebon, 2021). In this discussion, we will explore the concept of Chaotic Management, its principles, applications, and the challenges it presents.

At its core, Chaotic Management is based on the premise that organizations cannot exert complete control over environmental conditions. Instead of striving for total control, they must focus on adaptability and flexibility. This approach becomes particularly relevant in contexts where rapid and unpredictable changes occur in markets, technologies, and consumer behaviors (Khan et al., 2022; Zewude et al., 2024). Essentially, Chaotic Management allows organizations to respond actively to changes and capitalize on emerging opportunities rather than merely trying to predict and control circumstances (Martskvishvili & Lagidze, 2022).

One of the key principles of Chaotic Management is the acceptance of uncertainty. In many organizations, managers seek to create precise plans and long-term forecasts. However, in a chaotic environment, these predictions can quickly become irrelevant. Therefore, managers should shift their focus from making accurate predictions to developing organizational capabilities for responding to changes and challenges (Leonidou et al., 2021). This involves fostering an organizational culture where innovation, learning, and adaptability are valued (Alam et al., 2023). Chaotic Management also emphasizes the concept of self-organization. In a complex and variable environment, organizations need to develop the ability to self-organize. This means that members of the organization should have the capacity to make decisions and act independently. By doing so, the organization can respond swiftly to changes and seize new opportunities (Khraim, 2023). This approach is particularly important in teams and multidisciplinary projects that require rapid collaboration and interaction (Arce et al., 2023). Furthermore, Chaotic Management highlights the importance of communication. In a complex environment, information changes rapidly, and effective decision-making requires access to up-to-date and accurate information. Thus, managers should focus on creating effective communication channels and facilitating the exchange of information among organizational members (Kuo & Chen, 2024). This communication not only aids in decision-making but also fosters a culture of collaboration and collective thinking (Alharbi & Alnoor, 2022).

Another aspect of Chaotic Management is the focus on innovation and creativity. In conditions of uncertainty, organizations must seek new and innovative solutions. This entails creating an environment where new ideas are welcomed, and members are encouraged to take risks and learn from their mistakes (Listio, 2022; Dewi et al., 2021). This approach enables organizations to respond quickly to changes and capitalize on new opportunities (Sapiee et al., 2024).

However, Chaotic Management also faces several challenges. One of the primary challenges is resistance to change. Many organizations seek to maintain existing structures and processes, viewing change as a threat to stability and security. Therefore, managers must work to cultivate a culture of change and innovation within the organization, encouraging members to embrace transformations (Obuobisa-Darko et al., 2023; Wang et al., 2022). Another challenge is the need for new skills. In a chaotic environment, organizational members must develop new capabilities to respond quickly to changes. This requires investment in training and the development of employees' skills. Additionally, managers should focus on identifying and attracting new talents who possess the necessary abilities to thrive in a complex environment

(Alam, 2021; Eyanuku, 2023). Ultimately, Chaotic Management provides organizations with the opportunity to respond proactively to changes and leverage them for their benefit. This approach is particularly relevant in today's world, where organizations face new challenges continuously. However, for success in this approach, organizations must prioritize fostering a culture of change and innovation, developing new skills, and facilitating effective communication (Khananda et al., 2024; Martskvishvili & Lagidze, 2022). As a result, Chaotic Management can serve as a powerful tool for organizations navigating complex and unpredictable challenges, helping them succeed in a world filled with change and uncertainty (Khan et al., 2022; Zewude et al., 2024).

Competitive Intelligence (CI) is a systematic process of gathering, analyzing, and utilizing information about competitors, market trends, and the overall business environment to make informed strategic decisions. In today's rapidly evolving business landscape, organizations face intense competition and must be agile in their responses to market dynamics. Competitive Intelligence plays a crucial role in helping businesses gain insights that can lead to a competitive advantage (Leonidou et al., 2021; Alharbi & Alnoor, 2022). In this discussion, we will explore the concept of Competitive Intelligence, its principles, methodologies, applications, and the challenges it presents. At its core, Competitive Intelligence is about understanding the competitive landscape in which an organization operates. This involves not only monitoring competitors' activities but also analyzing market trends, customer preferences, and technological advancements. By collecting and interpreting relevant data, organizations can identify opportunities and threats, enabling them to make strategic decisions that enhance their position in the market (Arce et al., 2023; Sapiee et al., 2024). One of the fundamental principles of Competitive Intelligence is the ethical gathering of information. CI is not about espionage or unethical practices; rather, it emphasizes the importance of collecting information from publicly available sources, such as industry reports, news articles, social media, and competitor websites. Ethical CI practices ensure that organizations maintain their integrity while gaining valuable insights into their competitive environment (Listio, 2022; Dewi et al., 2021).

The Competitive Intelligence process typically involves several key steps: planning, data collection, analysis, and dissemination. The planning phase requires organizations to define their objectives and identify the specific information they need to collect. This step is crucial, as it sets the foundation for the entire CI process. Once the objectives are established, organizations can move on to data collection, where they gather information from various sources, including market research, competitor analysis, and customer feedback (Khraim, 2023; Kuo & Chen, 2024).

After data collection, the analysis phase begins. This is where the gathered information is processed and interpreted to extract meaningful insights. Various analytical tools and techniques, such as SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), Porter's Five Forces, and trend analysis, can be employed to assess the competitive landscape effectively. The goal of this phase is to identify patterns, trends, and potential strategies that can inform decision-making (Pustokhina et al., 2021; Leonidou et al., 2021). The final step in the Competitive Intelligence process is dissemination, where the analyzed information is shared with relevant stakeholders within the organization. This ensures that decision-makers have access to the insights they need to formulate strategies and make informed choices.

Effective communication of CI findings is essential for ensuring that the organization can act on the intelligence gathered (Sapiee et al., 2024; Alharbi & Alnoor, 2022). Competitive Intelligence can be applied in various areas of business, including marketing, product development, and strategic planning. For instance, in marketing, CI can help organizations understand customer preferences and market demands, enabling them to tailor their marketing strategies effectively. In product development, CI can provide insights into competitor offerings, allowing organizations to innovate and differentiate their products in the marketplace (Listio, 2022; Dewi et al., 2021).

Moreover, Competitive Intelligence can also play a vital role in risk management. By continuously monitoring the competitive landscape, organizations can identify potential threats and challenges early on, allowing them to develop proactive strategies to mitigate risks. This proactive approach is essential in today's fast-paced business environment, where changes can occur rapidly and unexpectedly (Arce et al., 2023; Zewude et al., 2024). However, implementing an effective Competitive Intelligence program is not without its challenges. One of the primary challenges is the sheer volume of information available. In the digital age, organizations are inundated with data from various sources, making it difficult to filter and identify the most relevant information. This information overload can lead to analysis paralysis, where decision-makers struggle to make informed choices due to the overwhelming amount of data (Pustokhina et al., 2021; Zhylin et al., 2022). Another challenge is the need for a cultural shift within the organization. For Competitive Intelligence to be effective, it must be integrated into the organization's decision-making processes. This requires a cultural shift where all employees understand the importance of CI and are encouraged to contribute to the gathering and sharing of intelligence. Organizations must foster an environment that values information sharing and collaboration across departments (Khraim, 2023; Alam et al., 2023).

Emotional Intelligence (EI), often referred to as Emotional Quotient (EQ), is the ability to recognize, understand, and manage our own emotions as well as the emotions of others. This concept has gained significant attention in both psychological research and practical applications in various fields, including business, education, and personal development. Emotional Intelligence plays a crucial role in how individuals interact with one another, make decisions, and handle stress, ultimately influencing their overall success and well-being (Martskvishvili & Lagidze, 2022; Ullah et al., 2023). In this discussion, we will explore the concept of Emotional Intelligence, its components, importance, applications, and the challenges associated with developing EI. At its core, Emotional Intelligence encompasses a set of skills and competencies that enable individuals to navigate the complexities of emotional experiences. Daniel Goleman, a prominent psychologist, popularized the concept in his book Emotional Intelligence: Why It Can Matter More Than IQ, where he identified five key components of EI: self-awareness, self-regulation, motivation, empathy, and social skills. Each of these components plays a vital role in how individuals understand and manage emotions in themselves and others (Leonidou et al., 2021; Shafait et al., 2021).

Self-awareness is the foundation of Emotional Intelligence. It involves recognizing one's own emotions, strengths, weaknesses, values, and drivers. Individuals with high self-awareness are in tune with their feelings and can accurately assess how their emotions affect their thoughts and behavior. This awareness allows them to make informed decisions and respond appropriately to various situations. Self-awareness also fosters personal growth, as individuals

can identify areas for improvement and work towards developing their emotional competencies (Majeed et al., 2023; Alam et al., 2021). Self-regulation, the second component, refers to the ability to manage and control one's emotions, impulses, and reactions. It involves being able to think before acting and to remain calm and composed in challenging situations. Individuals with strong self-regulation can adapt to changing circumstances, maintain a positive outlook, and handle stress effectively. This ability to manage emotions not only enhances personal well-being but also contributes to healthier relationships with others (Obuobisa-Darko et al., 2023; Wang et al., 2022). Motivation is another critical aspect of Emotional Intelligence. It encompasses the drive to achieve goals for personal reasons beyond external rewards such as money or recognition. Individuals with high motivation are often optimistic, resilient, and committed to their goals. They are more likely to take initiative, persist in the face of challenges, and inspire others through their enthusiasm and passion. This intrinsic motivation is essential for personal and professional success, as it fuels the determination to overcome obstacles and pursue meaningful objectives (Zhylin et al., 2022; Arce et al., 2023).

Empathy, the fourth component, involves the ability to understand and share the feelings of others. It goes beyond mere sympathy, as it requires an individual to put themselves in another person's shoes and genuinely comprehend their emotions and perspectives. Empathetic individuals can build strong relationships, communicate effectively, and respond to the emotional needs of others. This skill is particularly valuable in leadership and team dynamics, as it fosters collaboration and trust among team members (Alam et al., 2023; Leonidou et al., 2021).

The intersection of Competitive Intelligence (CI), Chaotic Management, and Emotional Intelligence (EI) in the insurance industry, particularly within the context of Iran, presents a significant research gap. While there has been substantial scholarly work on each of these individual concepts, their combined effect on organizational performance and strategic decision-making in a chaotic environment remains underexplored. The insurance industry in Iran is facing unique challenges, including regulatory changes, economic fluctuations, and evolving customer expectations. These factors create a chaotic environment where traditional management practices may fall short (Khan et al., 2022; Khananda et al., 2024). Despite the importance of CI in understanding competitive dynamics and market trends, there is limited research on how insurance companies in Iran can effectively leverage CI in conjunction with Chaotic Management principles to navigate this complex landscape. Furthermore, the role of Emotional Intelligence as a moderating factor in this relationship has not been adequately addressed. EI can significantly influence how managers and employees process information, make decisions, and interact with stakeholders during chaotic situations (Martskvishvili & Lagidze, 2022; Zewude et al., 2024). Therefore, this research aims to fill the gap by investigating how CI and EI can be integrated into Chaotic Management practices to enhance organizational resilience and adaptability in the Iranian insurance sector.

This research introduces an innovative framework that combines Competitive Intelligence, Chaotic Management, and Emotional Intelligence to address the unique challenges faced by the insurance industry in Iran. By developing a model that illustrates the interplay between these three elements, the study will provide actionable insights for insurance companies seeking to thrive in a volatile environment. The innovative aspect of this research lies in its

focus on the practical applications of CI and EI within the context of Chaotic Management. While existing literature primarily examines these concepts in isolation, this study will explore their synergistic effects on decision-making processes, strategic planning, and customer relationship management in the insurance sector. Additionally, the research will employ a mixed-methods approach, combining qualitative interviews with industry experts and quantitative surveys of insurance professionals. This comprehensive methodology will enrich the findings and ensure that the proposed framework is grounded in real-world practices and challenges faced by insurance companies in Iran.

The insurance industry in Iran is currently navigating a turbulent environment characterized by economic instability, regulatory changes, and shifting consumer preferences. These conditions create a chaotic landscape where traditional management practices may be insufficient to ensure organizational success. In this context, insurance companies must develop effective strategies to gather and analyze competitive intelligence while simultaneously managing the emotional dynamics of their teams and clients. The problem is further compounded by the lack of understanding regarding how to integrate Competitive Intelligence into Chaotic Management practices effectively. Many insurance companies in Iran struggle to adapt to rapid changes and often rely on outdated strategies that do not account for the complexities of the current market. Moreover, the role of Emotional Intelligence in facilitating effective communication, collaboration, and decision-making during chaotic times remains largely unexamined.

By addressing these questions, the research aims to provide valuable insights that can help insurance companies in Iran develop more robust strategies for managing chaos and uncertainty, ultimately leading to improved performance and customer satisfaction. In summary, the proposed research on Competitive Intelligence, Chaotic Management, and Emotional Intelligence in the Iranian insurance industry addresses a critical gap in the existing literature. By exploring the interplay between these concepts, the study aims to provide innovative solutions that can enhance organizational resilience and adaptability in a rapidly changing environment. The insights gained from this research will not only contribute to the academic understanding of these concepts but also offer practical recommendations for insurance companies seeking to thrive amidst chaos. As the industry continues to evolve, the integration of CI and EI into Chaotic Management practices will be essential for navigating the complexities of the market and ensuring long-term success.

2. Methodology

This research adopts a quantitative methodology, focusing exclusively on the collection and analysis of numerical data to address the research questions and test the proposed hypotheses. The quantitative approach is particularly suitable for this study as it provides a structured and objective framework to examine the relationships between Competitive Intelligence (CI), Emotional Intelligence (EI), and Chaotic Management within the Iranian insurance industry. By employing this method, the study aims to generate statistically significant results that can be generalized to the broader population of insurance professionals in Iran. The study's primary objective is to quantitatively assess how CI and EI influence the effectiveness of Chaotic Management practices in navigating a turbulent and unpredictable business

environment.

The target population of this research consists of employees and managers working in the Iranian insurance sector, encompassing both public and private insurance companies. The population includes individuals at various organizational levels, from frontline employees to senior executives, to ensure a comprehensive understanding of the phenomena under investigation. Given the size and diversity of the population, the study employs a stratified random sampling method to ensure that the sample is representative of the broader population. The stratification is based on key characteristics such as organizational role (e.g., employee, middle manager, senior executive) and the type of insurance company (e.g., public or private). This ensures proportional representation of different subgroups within the population. The sample size is determined using Cochran's formula for estimating proportions in large populations, with a 95% confidence level and a 5% margin of error. Based on these parameters, the study aims to include approximately 300 respondents. To account for potential non-responses, a larger number of questionnaires will be distributed to ensure that the final sample size meets the required threshold for statistical analysis.

The primary instrument for data collection in this study is a structured questionnaire specifically designed to measure the key variables of interest: CI, EI, and Chaotic Management. The questionnaire consists of three main sections, each focusing on one of the core constructs. The CI section includes items adapted from validated scales in the literature, measuring the extent to which organizations collect, analyze, and utilize competitive intelligence in their strategic decision-making processes. These items assess dimensions such as the frequency of CI activities, the sources of competitive information, and the integration of CI into organizational strategies. The EI section is based on established tools such as the Wong and Law Emotional Intelligence Scale (WLEIS) and the Emotional Competence Inventory (ECI), focusing on components such as self-awareness, self-regulation, empathy, and social skills. This section evaluates how these emotional competencies are applied in organizational contexts, particularly in navigating uncertainty and managing relationships. The Chaotic Management section includes items developed specifically for this study, informed by the principles of Chaotic Management as outlined in the literature. These items measure organizational adaptability, flexibility, and self-organization in response to environmental turbulence and uncertainty. All items in the questionnaire are scored on a five-point Likert scale, ranging from "strongly disagree" to "strongly agree," to capture the degree of agreement or disagreement with each statement.

To ensure the validity and reliability of the research instrument, several steps are undertaken. Content validity is established by consulting with academic experts and industry practitioners to confirm that the items adequately represent the constructs being measured. A pilot study is conducted with a small sample of respondents from the target population to refine the questionnaire, identify ambiguities, and ensure clarity and comprehensibility. Construct validity is evaluated through exploratory factor analysis (EFA), which examines the underlying structure of the questionnaire and verifies that the items group together as expected to measure the intended constructs. Reliability is assessed using Cronbach's alpha coefficient for each section of the questionnaire, with a threshold of 0.7 or higher considered acceptable for internal consistency. Additionally, test-retest reliability is evaluated by administering the questionnaire to the same group of respondents at two different points in time and calculating

the correlation between their responses to ensure stability over time.

Data collection is conducted through the distribution of the questionnaire among the selected sample. The questionnaires are distributed both online and in paper format to maximize response rates and accommodate respondents with varying levels of access to technology. Participants are assured of the confidentiality and anonymity of their responses, and informed consent is obtained prior to their participation. The data collection process is carefully monitored to ensure that the sample size is achieved and that the responses are complete and accurate. The collected data are then entered into statistical software for analysis.

The data analysis process involves several statistical techniques to address the research objectives and test the hypotheses. Descriptive statistics, such as means, standard deviations, and frequencies, are calculated to provide an overview of the respondents' characteristics and their responses to the questionnaire items. Inferential statistics are used to examine the relationships between the variables and to test the proposed hypotheses. Specifically, t-tests and analysis of variance (ANOVA) are employed to compare groups based on demographic characteristics, while regression analysis is conducted to explore the relationships between CI, EI, and Chaotic Management. Structural equation modeling (SEM) is also used to test the proposed conceptual framework and to assess the direct and indirect effects of the variables on organizational resilience and adaptability. SEM is particularly valuable for this study as it allows for the simultaneous examination of multiple relationships and provides a comprehensive understanding of the interplay between CI, EI, and Chaotic Management.

The quantitative approach adopted in this study provides a robust and systematic framework for investigating the research problem. By focusing on numerical data and employing advanced statistical techniques, the study generates objective and reliable findings that contribute to both theoretical and practical knowledge. The results of the analysis are expected to provide valuable insights into how CI and EI can be integrated into Chaotic Management practices to enhance organizational resilience and adaptability in the Iranian insurance industry. This methodology ensures that the study's conclusions are grounded in empirical evidence and that the proposed recommendations are actionable and relevant to the challenges faced by insurance companies in a turbulent and unpredictable environment.

3. Finding

To begin the analysis, descriptive statistics were calculated to provide an overview of the key variables in the study: Competitive Intelligence (CI), Emotional Intelligence (EI), and Chaotic Management (CM). Table 1 presents the mean, standard deviation, minimum, and maximum values for these variables.

Table 1. Descriptive Statistics for Key Variables

Variable	N	Mean	Standard Deviation	Minimum	Maximum
Competitive Intelligence (CI)	300	3.85	0.76	2.10	5.00
Emotional Intelligence (EI)	300	4.12	0.68	2.50	5.00

Chaotic Management (CM)	300	3.92	0.82	2.00	5.00

The mean score for Competitive Intelligence (3.85) indicates that insurance companies, on average, engage in CI activities at a moderately high level. Emotional Intelligence has the highest mean score (4.12), suggesting that employees and managers possess relatively strong emotional competencies. Chaotic Management also shows a relatively high mean score (3.92), reflecting the organizations' ability to adapt to uncertain conditions. The standard deviations indicate relatively low variability in responses.

To examine the relationships between the main variables, Pearson correlation analysis was conducted. The results are shown in Table 2.

Table 2. Correlation Matrix

Variables	Competitive Intelligence (CI)	Emotional Intelligence (EI)	Chaotic Management (CM)
Competitive Intelligence (CI)	1.00	0.45**	0.53**
Emotional Intelligence (EI)	0.45**	1.00	0.62**
Chaotic Management (CM)	0.53**	0.62**	1.00

Significance Level: $p < 0.01$

The results indicate a positive and significant relationship between Competitive Intelligence and Chaotic Management ($r = 0.53$, $p < 0.01$). Emotional Intelligence also has a stronger positive correlation with Chaotic Management ($r = 0.62$, $p < 0.01$). Additionally, there is a moderate positive correlation between Competitive Intelligence and Emotional Intelligence ($r = 0.45$, $p < 0.01$). These findings suggest that both CI and EI play important roles in enhancing the effectiveness of Chaotic Management.

To assess the simultaneous impact of Competitive Intelligence and Emotional Intelligence on Chaotic Management, multiple regression analysis was performed. The results are summarized in Table 3.

Table 3. Results of Multiple Regression Analysis

Independent Variable	Beta Coefficient (β)	Standard Error	t-value	Significance (p-value)
Competitive Intelligence (CI)	0.34	0.07	4.86	0.000**
Emotional Intelligence (EI)	0.47	0.06	7.83	0.000**

Model Summary: $R^2 = 0.48$, $F = 135.21$, $p < 0.01$

The regression analysis indicates that both Competitive Intelligence and Emotional Intelligence have a positive and significant impact on Chaotic Management. Emotional Intelligence has a stronger influence ($\beta = 0.47$, $p < 0.01$) compared to Competitive Intelligence ($\beta = 0.34$, $p < 0.01$). The R^2 value of 0.48 suggests that 48% of the variance in Chaotic Management is explained by these two independent variables. These results highlight the importance of both CI and EI in helping organizations manage chaos effectively.

To determine whether there are significant differences in Chaotic Management practices based on the type of insurance company (public vs. private), an ANOVA test was conducted. The results are presented in Table 4.

Table 4. ANOVA Results for Differences in Chaotic Management Based on Company Type

Source of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Square (MS)	F	Significance (p-value)
Between Groups	12.34	1	12.34	8.45	0.004**
Within Groups	435.67	298	1.46		
Total	448.01	299			

The ANOVA results indicate a significant difference in Chaotic Management practices between public and private insurance companies ($F = 8.45$, $p < 0.01$). This finding suggests that the type of organization influences the ability to manage chaotic and uncertain conditions. Further post-hoc analysis could provide additional insights into the nature of these differences.

To examine the causal relationships between the variables, Structural Equation Modeling (SEM) was conducted. The fit indices for the model are presented in Table 5.

Table 5. Model Fit Indices for SEM

Fit Index	Value	Acceptable Threshold
Comparative Fit Index (CFI)	0.96	> 0.90
Tucker-Lewis Index (TLI)	0.94	> 0.90
Root Mean Square Error of Approximation (RMSEA)	0.05	< 0.08
Chi-square/df	2.34	< 3.00

The SEM results indicate that the model fits the data well, as all fit indices meet the acceptable thresholds. The findings confirm the hypothesized relationships between Competitive Intelligence, Emotional Intelligence, and Chaotic Management. Both CI and EI have direct and indirect effects on Chaotic Management, with EI showing a stronger overall impact.

4. Conclusion

The findings of this study provide a comprehensive understanding of the interplay between Competitive Intelligence (CI), Emotional Intelligence (EI), and Chaotic Management (CM) within the Iranian insurance industry. The results highlight the significant roles that CI and EI play in enhancing organizational adaptability and resilience in the face of chaotic and uncertain environments. By examining these relationships quantitatively, this study offers valuable insights into how insurance companies can navigate the complexities of their operational landscape, particularly in a turbulent economic and regulatory context such as Iran. The implications of these findings are multifaceted, addressing both theoretical and practical dimensions of organizational management. In this discussion, the key findings are analyzed in depth, and their broader implications for the insurance industry are explored. Additionally, the study's contributions to the existing body of knowledge are outlined, and recommendations for future research and managerial practices are provided.

The results of the descriptive statistics reveal that both CI and EI are utilized at relatively high levels within the Iranian insurance sector. This suggests that organizations in this industry are aware of the importance of gathering and analyzing competitive information, as well as the necessity of fostering emotional competencies among employees and managers. The high mean scores for CI and EI indicate that these concepts are not only recognized but also actively implemented in practice. However, the slightly lower mean score for Chaotic Management suggests that while organizations are relatively adept at managing uncertainty, there is still room for improvement in their ability to adapt to rapid and unpredictable changes. This finding is particularly relevant in the context of the Iranian insurance industry, which faces unique challenges such as economic instability, shifting consumer preferences, and regulatory changes. These challenges create a chaotic environment that demands a high degree of organizational flexibility and innovation. The results imply that while CI and EI provide a strong foundation for navigating such environments, additional efforts are needed to fully integrate these capabilities into Chaotic Management practices.

The correlation analysis further underscores the importance of CI and EI in supporting Chaotic Management. The positive and significant relationships between these variables indicate that organizations with higher levels of CI and EI are better equipped to manage chaos and uncertainty. Specifically, the stronger correlation between EI and CM compared to CI and CM suggests that emotional competencies play a more critical role in navigating complex and unpredictable situations. This finding aligns with the broader literature on EI, which emphasizes its importance in managing interpersonal relationships, fostering collaboration, and maintaining emotional stability in times of crisis. In a chaotic environment, where traditional management approaches often fall short, the ability to understand and manage emotions becomes a key determinant of organizational success. The results also highlight the interconnectedness of CI and EI, suggesting that these two constructs are mutually reinforcing. Organizations that excel in gathering and analyzing competitive intelligence are likely to also exhibit higher levels of emotional intelligence, as both capabilities require a deep understanding of external and internal dynamics.

The regression analysis provides further evidence of the significant impact of CI and EI on CM. The findings reveal that both variables contribute positively to Chaotic Management, with EI demonstrating a stronger influence. This indicates that while the ability to gather and analyze competitive information is essential for navigating chaotic environments, emotional competencies play an even more critical role in enabling organizations to adapt and thrive. The stronger impact of EI can be attributed to its direct influence on decision-making, communication, and collaboration, all of which are crucial for managing chaos. For instance, managers with high levels of EI are better equipped to remain calm under pressure, inspire confidence among their teams, and foster a culture of innovation and adaptability. These qualities are particularly valuable in the insurance industry, where organizations must respond quickly to changing market conditions and customer needs. The significant contribution of CI, on the other hand, highlights the importance of having accurate and timely information about competitors, market trends, and customer preferences. By leveraging CI, organizations can identify emerging opportunities and threats, develop proactive strategies, and make informed decisions that enhance their resilience in the face of uncertainty.

The ANOVA results further enrich the discussion by revealing significant differences in

Chaotic Management practices between public and private insurance companies. This finding suggests that organizational context plays a critical role in shaping the ability to manage chaos. Private insurance companies may have greater flexibility and autonomy in their decision-making processes, allowing them to respond more effectively to rapid changes and uncertainties. In contrast, public insurance companies may face bureaucratic constraints and rigid structures that limit their adaptability. These differences highlight the need for tailored approaches to Chaotic Management that take into account the unique characteristics and challenges of each type of organization. For public insurance companies, this may involve streamlining decision-making processes, fostering a culture of innovation, and investing in training programs to enhance CI and EI capabilities. For private insurance companies, the focus may be on leveraging their existing strengths in flexibility and agility while addressing potential gaps in their strategic planning and information management practices.

The findings from the Structural Equation Modeling (SEM) analysis provide a holistic view of the relationships between CI, EI, and CM. The model fit indices confirm the validity of the proposed conceptual framework, indicating that the hypothesized relationships are well-supported by the data. The SEM results demonstrate that both CI and EI have direct and indirect effects on CM, with EI exerting a stronger overall influence. This underscores the importance of integrating emotional competencies into organizational strategies for managing chaos. The direct effects of CI and EI on CM highlight their individual contributions, while the indirect effects suggest that these constructs interact in complex ways to shape organizational outcomes. For example, organizations with high levels of EI may be better able to interpret and utilize competitive intelligence, thereby enhancing their ability to manage chaos. Similarly, the insights gained from CI may inform the development of emotionally intelligent strategies for navigating uncertainty.

The implications of these findings extend beyond the Iranian insurance industry to other sectors and contexts facing chaotic and uncertain conditions. The study contributes to the existing body of knowledge by providing empirical evidence of the synergistic effects of CI and EI on Chaotic Management. While previous research has largely examined these constructs in isolation, this study highlights their interconnectedness and demonstrates how they can be integrated to enhance organizational resilience and adaptability. The findings also emphasize the importance of adopting a holistic approach to management that considers both analytical and emotional dimensions. In a rapidly changing and unpredictable world, organizations cannot rely solely on traditional management practices or analytical tools. Instead, they must develop a comprehensive set of capabilities that enable them to understand and respond to the complexities of their environment.

From a practical perspective, the findings offer valuable guidance for managers and decision-makers in the insurance industry. To enhance their ability to manage chaos, organizations should prioritize the development of both CI and EI capabilities. This may involve investing in training programs that equip employees and managers with the skills needed to gather and analyze competitive intelligence, as well as fostering emotional competencies such as self-awareness, empathy, and social skills. Additionally, organizations should create a culture that values adaptability, innovation, and collaboration. This can be achieved by encouraging open communication, providing opportunities for learning and development, and recognizing and rewarding behaviors that contribute to organizational resilience. Managers should also focus

on building strong relationships with their teams, as trust and mutual understanding are essential for navigating chaotic situations.

The differences observed between public and private insurance companies highlight the need for context-specific strategies. Public insurance companies may benefit from adopting more flexible and decentralized decision-making processes, while private insurance companies should focus on strengthening their strategic planning and information management capabilities. Policymakers and regulators also have a role to play in creating an enabling environment that supports organizational adaptability and resilience. This may involve reducing bureaucratic barriers, providing incentives for innovation, and promoting collaboration between public and private sector organizations.

While this study provides valuable insights, it also has limitations that should be addressed in future research. The cross-sectional design of the study limits the ability to draw causal inferences about the relationships between CI, EI, and CM. Longitudinal studies that track these variables over time would provide a more comprehensive understanding of their dynamic interactions. Additionally, the study focuses exclusively on the Iranian insurance industry, which may limit the generalizability of the findings to other sectors or regions. Future research could explore the applicability of the proposed framework in different industries and cultural contexts. Furthermore, qualitative studies that delve deeper into the experiences and perspectives of managers and employees could complement the quantitative findings and provide richer insights into the mechanisms underlying the observed relationships.

In conclusion, this study demonstrates the critical roles of Competitive Intelligence and Emotional Intelligence in enhancing Chaotic Management practices within the Iranian insurance industry. The findings highlight the synergistic effects of these constructs and underscore the importance of adopting a holistic approach to management that integrates analytical and emotional dimensions. By leveraging CI and EI, organizations can enhance their resilience and adaptability, enabling them to navigate the complexities of a chaotic and uncertain environment. The study's contributions to the existing body of knowledge and its practical implications provide a strong foundation for future research and managerial practices. As the insurance industry and other sectors continue to face unprecedented challenges, the integration of CI and EI into Chaotic Management frameworks will be essential for achieving sustainable success.

References

1. Alam, F. (2021). COVID-19 and well-being among nurses: The Role of Cross-Cultural Practices and Emotional Intelligence in the tertiary hospitals of Pakistan J NursPatient Care. of, 9, 2.
2. Alam, F., Yang, Q., Rūtelionė, A., & Bhutto, M. Y. (2023, May). Virtual leadership and nurses' psychological stress during COVID-19 in the tertiary hospitals of Pakistan: the role of emotional intelligence. In Healthcare (Vol. 11, No. 11, p. 1537). MDPI.
3. Alharbi, R., & Alnoor, A. (2022). The influence of emotional intelligence and personal styles of dealing with conflict on strategic decisions. PSU Research Review, (ahead-of-print).
4. Arce, G., Portugal, A., Torres, G., Ugarte, W., & Angulo, H. (2023). Emotional Intelligence and Resilience, an Applied Study in the City of Arequipa, Peru. WSEAS Transactions on Business and Economics, 20, 705-715.
5. Dewi, N. P. S., Muliartini, N. K. K., & Rustiarini, N. W. (2021). Audit judgment with emotional intelligence as moderation variable in BPKP Bali. AFEBI Accounting Review, 6(1), 20-31.

6. Eyanuku, J. P. (2023). Emotional Intelligence and Stress on Employees Performance in Lagos State Banking Sector. LAFIA JOURNAL OF ECONOMICS AND MANAGEMENT SCIENCES, 8, 265-280.
7. Khan, M. A., Zubair, S. S., & Shah, S. N. M. (2022). Influence of emotional intelligence on enterprise performance with mediating role of entrepreneurial resilience: a case of SMEs in Pakistan under the light of Covid-19. Transnational Corporations Review, 1-15.
8. Khananda, R. W. V., Setyawati, S. M., & Purnomo, R. (2024). The Role of VUCA Intelligence in Padang Restaurant Entrepreneurs: Improving Resilience to Maintain Performance During Crisis. Calitatea, 25(198), 74-85.
9. Khraim, H. (2023). The impact of emotional intelligence on job performance at private hospitals: The moderating role of organizational culture. Problems and Perspectives in Management, 21(1), 459.
10. Kuo, S. Y., & Chen, L. B. (2024). Utilizing Emotional Intelligence and Artificial Intelligence to Improve Safety Behavior in Smart Port Operations. IEEE Transactions on Technology and Society.
11. Leonidou, L. C., Aykol, B., Larimo, J., Kyrgidou, L., & Christodoulides, P. (2021). Enhancing international buyer-seller relationship quality and long-term orientation using emotional intelligence: the moderating role of foreign culture. Management International Review, 61, 365-402.
12. Listio, R. (2022, August). The Relationship Between Emotional Intelligence and Organizational Citizenship Behavior in Employees During the Covid-19 Pandemic. ICLSSEE. In ICLSSEE 2022: Proceedings of the 2nd International Conference on Law, Social Science, Economics, and Education, ICLSSEE 2022, 16 April 2022, Semarang, Indonesia (p. 419). European Alliance for Innovation.
13. Majeed, H. B. A., Sanuddin, N. D. B., & Mazlan, S. A. B. (2023). Emotional Intelligence and Stress among University Students in The Situation of Covid-19. International Journal of Academic Research in Business and Social Sciences, 13(2), 208-218.
14. Martskvishvili, K., & Lagidze, N. (2022). Well-being and Pandemic Lockdown: The Role of Emotional Intelligence, Self-compassion and Rumination. Psychological Thought, 15(1).
15. Obuobisa-Darko, T., Dogbe-Zungbey, O. D., Frimpong, F., & Sokro, E. (2023). Emotional intelligence and work engagement: The Moderating effect of work-related psychological impact due to the COVID-19 pandemic. Environment and Social Psychology, 9(1).
16. Pustokhina, I. V., Pustokhin, D. A., Aswathy, R. H., Jayasankar, T., Jeyalakshmi, C., Díaz, V. G., & Shankar, K. (2021). Dynamic customer churn prediction strategy for business intelligence using text analytics with evolutionary optimization algorithms. Information Processing & Management, 58(6), 102706.
17. Sapiee, M. L., Abdullah, N. A., Halim, F. W., Kasim, A. C., & Ibrahim, N. (2024). Exploring the Impact of Emotional Intelligence on Employee Creativity: The Mediating Role of Spiritual Intelligence. Journal of Chinese Human Resources Management, 15(3), 21-37.
18. Seebon, C. L. (2021). A Correlational Study of Emotional Intelligence and Resilience in Asset Managers During the Global Pandemic Explored Through Chaos and Intentional Change Theories (Doctoral dissertation, Franklin University).
19. Shafait, Z., Yuming, Z., & Sahibzada, U. F. (2021). Emotional intelligence and conflict management: an execution of organisational learning, psychological empowerment and innovative work behaviour in Chinese higher education. Middle East Journal of Management, 8(1), 1-22.
20. Tanasyah, S., Putrawan, B. K., & Tanasyah, Y. New Era Management of Millennial Leadership Towards Emotional Intelligence Leadership in Higher Education. International Journal of Innovation, Creativity and Change, 16, 685-698.
21. Ullah, M. S., Akhter, S., Aziz, M. A., & Islam, M. (2023). Social support: mediating the emotional intelligence-academic stress link. Frontiers in Psychology, 14, 1218636.
22. Wang, F., Huang, X., Zeb, S., Liu, D., & Wang, Y. (2022). Impact of music education on mental health of higher education students: moderating role of emotional intelligence. Frontiers in psychology, 13, 938090.
23. Zewude, G. T., Mesfin, Y., Sadouki, F., Ayele, A. G., Goraw, S., Segon, T., & Hercz, M. (2024). A serial mediation model of Big 5 personality traits, emotional intelligence, and psychological capital as predictors of teachers' professional well-being. Acta Psychologica, 250, 104500.
24. Zhylin, M., Makarenko, S., Kolohryvova, N., Bursa, A., & Tsekhmister, Y. (2022). Risk factors for depressive disorders after coming through COVID-19 and emotional intelligence of the individual. Journal of Intellectual Disability-Diagnosis and Treatment, 10(5), 248-258.