



Relationship between Managers' Emotional Intelligence and Organizational Commitment in Governmental Organizations of Iran

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Abstract

This study aims surveying the level of emotional intelligence and its association with organizational commitment in governmental organizations of Iran. The studied population of the research consists of all male and female managers governmental organizations of Iran who are 400 people and considering Cochran formula 197 of them were picked as the sample. The current research is performed using descriptive correlation method and the data was collected by questionnaires. A questionnaire with five components of self-awareness, self-management, social awareness, relations management and motivation was used for surveying emotional intelligence and another with three components of affective commitment, continuous commitment and normative commitment was used for surveying commitment. Spearman and Pearson correlation coefficients, stepwise regression and linear log were used for analyzing and hypotheses examination. Research results show that managers of governmental organizations of Iran have proper emotional intelligence. Following probing the relationship between emotional intelligence with five components of self-awareness, self-management, social awareness, relations management and motivation and managers' commitment, it is also concluded that there is a positive and meaningful relationship associating emotional intelligence and its components with organizational commitment; emotional intelligence's components can predict managers' organizational commitment.

Keywords: Emotional intelligence, organizational commitment.

Introduction

Organization's widespread presence in all aspects of social life and management's role in them has been spread so much that has turn management into the most important and complicated human science subject¹. organizational commitment is one of the intangible factors that influence staff performance for loyal human force who is committed to and adjusted with organizational goals and values is ready to perform even beyond his or her job described responsibilities; though the existence of such force would associate with performance level increase and absence level decrease, delay and service abandonment and will increase organization's credit in society and finally develops it². Emotional intelligence is a explained intelligence that includes both a person's own emotions and his precise interpretation of others' emotional statuses. Emotional intelligence evaluates the person in terms of emotions, meaning that to what extent is he or she aware of his or her feelings or excitements and controls manages them. Managers with emotional intelligence are effective leaders who fulfill goals with maximum staff efficiency, satisfaction and commitment and their approaches toward control is self-control based on self-awareness. Effective leadership guarantees organizational success. Managers who care for effective leadership can even cause trust building and commitment toward organization's goals, mission and attitude even in chaos times. This is the commitment that grounds profitability³. Emotional intelligence is the matter that tries to interpret and explain emotions and feelings role in humane

capabilities⁴. Organizations tend to employ forces that in addition to being skillful and effective are loyal and committed to organizations goals and benefits. For this matter, emotional intelligence can be used, since it incorporates logic and emotions together. In this study we have tried to investigate the relationship between emotional intelligence and organizational commitment.

Emotional intelligence: The term of emotional intelligence was added psychology's literature exclusively by Mayer and Salovey in 1990 and in 1995 got its popularity by Daniel Goleman. They have defined emotional intelligence as recognizing your own and others' feelings, the ability to distinguish between them and use this information for directing ones thoughts and emotions. Emotional intelligence is an explained intelligence that includes both a person's own emotions and his precise interpretation of others' emotional statuses. Emotional intelligence evaluates the person in terms of emotions, meaning that to what extent is he or she aware of his or her feelings or excitements and controls manages them⁵. Emotional intelligence is the ability self and others' emotions and adjusting them in social situations⁶. Emotional intelligence is a set of abilities concerning feeling processes and emotional information⁷. Emotional intelligence is an explained intelligence that includes both a person's own emotions and his precise interpretation of others' emotional statuses. Emotional intelligence evaluates the person in terms of emotions, meaning

that to what extent is he or she aware of his or her feelings or excitements and controls manages them. The point about emotional intelligence is that its abilities are not intrinsic and can be learned⁸. The term emotional intelligence is one of the most crucial terms in personal and social life success that its existence causes more consistency and as a result prevents deviations in persons. In fact people with higher emotional intelligence expose themselves to social damages less for their evaluation from the situation is performed logically⁹. The realm of management was one of the places to let in emotional intelligence because managers work with humans. Humane interactions are more made of emotions rather than wisdom. Emotional intelligence can act in manager-staff relations to a lot of extent and considering Golman, it is an essential and inevitable condition in organizations. Results of a study by Stuck showed that emotional intelligence can predict job performance better than personality traits and intelligence quotient. In addition to this emotional control and motional management has a positive relationship with staff performance group work, motivation and causing development in others¹⁰.

Emotional intelligence is the ability to understand emotions and excitements in order to achieve emotions that can help with recognizing the emotions and excitements in addition to helping with better thinking¹¹. Mayer and Salovey believe that emotional intelligence represents the ability to recognize evaluate and express emotions correctly and adjustably and consider it includes understanding the emotion and aware ness of emotion, ability to achieve and develop emotions, facilitating cognitive activities and ability to regulate emotions in own and others. In other words it is the information that has emotional brunt and using it is necessary for directing cognitive activities such as problem solving and energy concentration on feelings. So compared to classic concepts of emotional intelligence, emotional intelligence seems a more hopeful term¹².

Organizational commitment: Organizational commitment is the force that obliges people to perform reactions and behaviors that relate to each other aligned with one or several goals. Organizational commitment like other concepts of organizational behavior has been defined in different ways. The most common way to deal with organizational commitment is considering it as a kind of emotional dependence toward the organization. Based on this approach a severely committed employee gets their identity from the organization participates in it and enjoys being a member of it¹³. Porter et al define organizational commitment as the acceptance of organizational values and involvement in organization. Chatman and Oreli say that organizational commitment means emotional support and cohesion with organization's goals and values, for the organization itself and away from its instrumental values¹⁴. Lutanz proposes that in recent research texts, the general attitude of organizational commitment is an important factor for understanding organizational behavior and predicting the tendency to remain in the job position. Commitment and loyalty like satisfaction are two interpretations close to each other that

affect important behavior like transferring and absence. Commitment and loyalty can also have positive consequences. Workers with more commitment and loyalty have more discipline in their works, stay longer in the organization and work more. Managers ought to maintain worker commitment and loyalty toward the organization and for this hey must provide a reasonable level of job security for them by participating in decision making¹⁵. The thought of commitment is a main subject in management texts. This thought is one of the basic values that the organization relies on and workers are evaluated based upon. Research has shown that organizational commitment has a positive relationship with consequences such as job satisfaction, presence, ultra-social organizational behavior and job performance and a negative relationship with tendencies to leave the job¹⁶.

Hypotheses: There is a relationship between emotional intelligence and organizational commitment of managers in governmental organizations of Iran.

There is a relationship between self-awareness and organizational commitment. There is a relationship between self-management and organizational commitment. There is a relationship between social awareness and organizational commitment. There is a relationship between relations management and organizational commitment. There is a relationship between motivation and organizational commitment.

Methodology

Considering the subject of present research which is surveying the relationship between managers' emotional intelligence and organizational commitment in governmental organizations of Iran, the descriptive and correlational research method was used.

Statistical population: the statistical population includes 400 managers from 14 governmental organizations in Iran.

In this research using the stratified sampling method proportionate with sample volume and Cochran formula, 197 people were selected as the sample. The sampling is done as below:

The sampling method used here is stratified sampling method proportionate with sample volume. In this research two questionnaires were used for obtaining the data:

For measuring emotional intelligence a researcher-made questionnaire consisting of 25 questions was used. Emotional intelligence has five components. 4 questions refer to self-awareness, 4 questions to self-management, 4 questions to social awareness, 4 questions to and finally 4 questions refer to relations management and each question has 5 options with the following ranking and spectrum: strongly agree 5, agree 4,

neutral 3, disagree 2 and strongly disagree 1. For measuring organizational commitment variable, a questionnaire consisting of 15 questions was used. 5 questions refer to affective commitment, 5 to continuous commitment and 5 to normative commitment. Each question has 5 options with the following ranking and spectrum: strongly agree 5, agree 4, neutral 3, disagree 2 and strongly disagree 1. Besides 9 questions have a reverse spectrum (strongly agree 1, agree 2, neutral 3, disagree 4 and strongly disagree 5).

For gathering information about emotional intelligence a questionnaire was used. The questionnaire consisted of 16 questions and its validity was calculated to be 0.92.

For gathering information about organizational commitment a questionnaire was used. The questionnaire consisted of 15 questions and its validity was calculated to be 0.89.

Reliability for the questionnaire of emotional intelligence was 0.93 and for the questionnaire of organizational commitment it was 0.92.

Results and Discussion

In this research various statistical indicators were used to describe the gathered data including frequency, charts and graphs. A description of demographic indicators and research hypotheses was presented by frequency tables and column graphs. Then in order to survey research hypotheses and determining the correlation between variables, Pearson and Spearman correlational tests and scattered graphs were used. Besides, stepwise regression was used to identify the type of relationship. SPSS version 16 was used for data analysis and meaningfulness level was assumed 0.05.

Hypothesis 1: There is a relationship between emotional intelligence and organizational commitment of managers in

governmental organizations of Iran: H₀: There is no relationship between emotional intelligence and organizational commitment in governmental organizations of Iran. H₁: There is a relationship between emotional intelligence and organizational commitment in governmental organizations of Iran.

Pearson and Spearman correlational coefficients were used for surveying the relationship between emotional intelligence and organizational commitment (quantitative variables). The results of this test are brought in table-1 below.

Based on the results from correlation test, Pearson correlational coefficient is 0.666 and Spearman correlational coefficient is 0.651 which show that there is a meaningful relationship between emotional intelligence and organizational commitment (p<0.05) and the relationship between them is direct.

Hypothesis 2: There is a relationship between self-awareness and organizational commitment in governmental organizations of Iran: H₀: There is no relationship between self-awareness and organizational commitment in governmental organizations of Iran. H₁: There is a relationship between self-awareness and organizational commitment in governmental organizations of Iran.

Pearson and Spearman correlational coefficients were used for surveying the relationship between self-awareness and organizational commitment (quantitative variables). The results of this test are brought in table-2 below.

Based on the results from correlation test, Pearson correlational coefficient is 0.549 and Spearman correlational coefficient is 0.546 which show that there is a meaningful relationship between self-awareness and organizational commitment (p<0.05) and the relationship between them is direct.

Table-1

Pearson and Spearman correlational coefficients between emotional intelligence and organizational commitment

Correlational statistic	Correlational coefficient value	Meaningfulness	Frequency	Relationship exists	Relationship type
Pearson	0.666	<0.001**	197	Yes	Direct
Spearman	0.651	<0.001**	197	Yes	Direct

** in 0.01 meaningfulness level, * in 0.05 meaningfulness level

Table-2

Pearson and Spearman correlational coefficients between self-awareness and organizational commitment

Correlational statistic	Correlational coefficient value	meaningfulness	frequency	Relationship exists	Relationship type
Pearson	0.549	<0.001**	197	Yes	Direct
Spearman	0.546	<0.001**	197	Yes	Direct

** in 0.05 meaningfulness level, * in 0.01 meaningfulness level

Hypothesis 3: There is a relationship between self-management and organizational commitment in governmental organizations of Iran: H₀: There is no relationship between self-management and organizational commitment in governmental organizations of Iran. H₁: There is a relationship between self-management and organizational commitment in governmental organizations of Iran.

Pearson and Spearman correlational coefficients were used for surveying the relationship between self-management and organizational commitment (quantitative variables). The results of this test are brought in table-3 below.

Based on the results from correlation test, Pearson correlational coefficient is 0.677 and Spearman correlational coefficient is 0.647 which show that there is a meaningful relationship between self-management and organizational commitment (p<0.05) and the relationship between them is direct.

Hypothesis 4: There is a relationship between social awareness and organizational commitment in governmental organizations of Iran: H₀: There is no relationship between social awareness and organizational commitment in governmental organizations of Iran. H₁: There is a relationship between social awareness and organizational commitment in

governmental organizations of Iran.

Pearson and Spearman correlational coefficients were used for surveying the relationship between social awareness and organizational commitment (quantitative variables). The results of this test are brought in table-4 below.

Based on the results from correlation test, Pearson correlational coefficient is 0.677 and Spearman correlational coefficient is 0.647 which show that there is a meaningful relationship between social awareness and organizational commitment (p<0.05) and the relationship between them is direct.

Hypothesis 5: There is a relationship between relations management and organizational commitment in governmental organizations of Iran: H₀: There is no relationship between relations management and organizational commitment in governmental organizations of Iran. H₁: There is a relationship between relations management and organizational commitment in governmental organizations of Iran.

Pearson and Spearman correlational coefficients were used for surveying the relationship between relations management and organizational commitment (quantitative variables). The results of this test are brought in table-5 below.

Table-3
Pearson and Spearman correlational coefficients between self-management and organizational commitment

Correlational statistic	Correlational coefficient value	meaningfulness	frequency	Relationship exists	Relationship type
Pearson Spearman	0.677	<0.001**	197	Yes	Direct
	0.647	<0.001**	197	Yes	Direct

* in 0.05 meaningfulness level • ** in 0.01 meaningfulness level

Table-4
Pearson and Spearman correlational coefficients between social awareness and organizational commitment

Correlational statistic	Correlational coefficient value	Meaningfulness	Frequency	Relationship exists	Relationship type
Pearson Spearman	0.560	<0.001**	197	yes	direct
	0.564	<0.001**	197	yes	direct

* in 0.05 meaningfulness level • ** in 0.01 meaningfulness level

Table-5
Pearson and Spearman correlational coefficients between relations management and organizational commitment

Correlational statistic	Correlational coefficient value	meaningfulness	frequency	Relationship exists	Relationship type
Pearson Spearman	0.575	<0.001**	197	yes	direct
	0.548	<0.001**	197	yes	direct

* in 0.05 meaningfulness level • ** in 0.01 meaningfulness level

Based on the results from correlation test, Pearson correlational coefficient is 0.677 and Spearman correlational coefficient is 0.647 which show that there is a meaningful relationship between relations management and organizational commitment ($p < 0.05$) and the relationship between them is direct.

Hypothesis 6: There is a relationship between motivation and organizational commitment in governmental organizations of Iran: H_0 : There is no relationship between motivation and organizational commitment in governmental organizations of Iran. H_1 : There is a relationship between motivation and organizational commitment in governmental organizations of Iran.

Pearson and Spearman correlational coefficients were used for surveying the relationship between motivation and organizational commitment (quantitative variables). The results of this test are brought in table-6.

Based on the results from correlation test, Pearson correlational coefficient is 0.677 and Spearman correlational coefficient is 0.647 which show that there is a meaningful relationship between motivation and organizational commitment ($p < 0.05$) and the relationship between them is direct.

Conclusion

Emotional intelligence is an explained intelligence that includes both a person's own emotions and his precise interpretation of others' emotional statuses. Emotional intelligence evaluates the person in terms of emotions, meaning that to what extent is he or she aware of his or her feelings or excitements and controls manages them. The point about emotional intelligence is that its abilities are not intrinsic and can be learned. The realm of management was one of the places to let in emotional intelligence because managers work with humans. Humane interactions are more made of emotions rather than wisdom. Emotional intelligence can act in manager-staff relations to a lot of extent and considering Goleman, it is an essential and inevitable condition in organizations. The current research that surveys the relationship between emotional intelligence and organizational commitment of managers in governmental organizations of Iran includes 6 hypotheses in which the relationship between the two mentioned variables is investigated. Research findings offer that there is relationship between emotional intelligence and organizational commitment

of managers in governmental organizations of Iran. Managers with emotional intelligence are effective leaders who fulfill goals with maximum staff efficiency, satisfaction and commitment and their approaches toward control is self-control based on self-awareness. Effective leadership guarantees organizational success. Managers who care for effective leadership can even cause trust building and commitment toward organization's goals, mission and attitude even in chaos times. This is the commitment that grounds profitability. Adeyemo¹⁷ did a research under the topic of emotional intelligence and relationship between job satisfaction and organizational commitment of state staff in Nigeria and showed that job satisfaction has had a meaningful effect on organizational commitment and emotional intelligence can be the mediator between these two variables. He then made suggestions based on findings of this research and proposed that emotional intelligence can play a role in increasing organizational commitment as an intervening way. Organizations tend to employ managers that in addition to being skillful and effective are loyal and committed to organizations goals and benefits. For this matter, emotional intelligence can be used, since it incorporates logic and emotions together.

Research findings show that there is a relationship between self-awareness and organizational commitment of managers in governmental organizations of Iran. Managers with emotional intelligence are effective leaders who fulfill goals with maximum staff efficiency, satisfaction and commitment and their approaches toward control is self-control based on self-awareness. Findings of this research offer a relationship between self-awareness and the components of organizational commitment (affective commitment, continuous commitment and normative commitment) of managers in governmental organizations of Iran. Findings of this research also offer a relationship between self-management and the components of organizational commitment (affective commitment, continuous commitment and normative commitment) of managers in governmental organizations of Iran. A relationship between social awareness and organizational commitment of managers in governmental organizations of Iran is also suggested by the findings of this research. Findings of this research offer a relationship between social awareness and the components of organizational commitment (affective commitment, continuous commitment and normative commitment) of managers in governmental organizations of Iran.

Table-6

Pearson and Spearman correlational coefficients between relations management and organizational commitment

Correlational statistic	Correlational coefficient value	meaningfulness	frequency	Relationship exists	Relationship type
Pearson	0.704	<0.001**	197	yes	direct
Spearman	0.681	<0.001**	197	yes	direct

* in 0.05 meaningfulness level • ** in 0.01 meaningfulness level

We can also conclude that there is a relationship between relations management and organizational commitment of managers in governmental organizations of Iran so that with the increase in relations management, organizational commitment also increases that shows a positive relationship between them. One of the important skills of managers is their communicative skills. As a result, if they can have a good rapport with their staff, it would certainly be effective in making individuals loyal to and interested in the organization. Managers will cause staff motivation and increasing their morale and human resources growth by building desirable humane relations and providing this, the staff will feel more loyal and dependent toward the organization and will try harder to achieve organizational goals. Findings of this research offer a relationship between relations management and the components of organizational commitment (affective commitment, continuous commitment and normative commitment) of managers in governmental organizations of Iran. They also suggest that there is a relationship between motivation and organizational commitment of managers in governmental organizations of Iran. Finding of this research also reveal that there is a relationship between motivation and the components of organizational commitment (affective commitment, continuous commitment and normative commitment) of managers in governmental organizations of Iran.

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