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# The Investigation of the Relation between Emotional Intelligence and Organizational Commitment

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### ABSTRACT

The present study aims to identify the relationship between emotional intelligence and organizational commitment of high school teachers in Bushehr province this cross-sectional study using a questionnaire survey among secondary school teachers in the school year 2010-2011 was a Bushehr province. The study population of 1,753 secondary teachers out of Bushehr province which 156 (90 female and 66 male) of them classified as intermittent sampling with volume and Cochran were selected based on a formula. Emotional Intelligence questionnaire meets the standards of Meyer and Allen and Meyer Salve and organizational commitment. Emotional intelligence questionnaire reliability 0/81 organizational commitment questionnaire reliability 0/89, respectively and they both scale alpha of 0/7, so they both had a sufficient reliability of the questionnaire. To analyze the data, as SPSS and also test and analysis of variance and t-test for comparison of different uses and results indicated this was the only variable affecting the significance of differences between groups sex sample was different, this means that women have higher emotional intelligence and organizational commitment than men, and this difference was significant. The other significant differences in demographic variables between the groups.

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### Introduction

There is much research and anecdotal evidence suggesting that organizational commitment leads to, or associated with variables of great importance for organizational success and efficiency or lack thereof such as absenteeism, labor turnover and productivity [1]. Today society organization of society, much of our life is spent in organizations or in connection with the organization. Any organization doing multiple tasks or specialized, general or specific objectives for the community and makes people realize. The aims and objects are very difficult and complicated to make by which an individual or small group be reached and is accessible, the cycle of life affiliated organizations [2].

Development and survival of the society and work for their effective functioning, people in the organization, do things more effectively and how they function, activities of organizations and therefore how things that affect society life of the community has been working with clay many aspects of human existence through work and daily activities can be mush appearance, man works and in this way not only is the material needs of their appearance, but many of the gaps in their internal and psychological needs will be met much of life is spent in community activities. It seems that the mental health of a person's work activity is considered important and even for many people; life satisfaction is a fundamental factor [3].

It is also a means to provide an independent and increases her self-esteem, The Social life requires close cooperation and coordination and mutual needs. This led to the division of labor and social relations and institutions organized in the form of man, Institutions and specialized units more or less extended. What has been discussed before in the House of Commons the high success in life and career and education is but recent studies have shown that factors other than intelligence or talent

involved in this success. One of these factors is emotional intelligence. Emotional intelligence, Interpersonal Intelligence is a form of those individuals perceives and these are the skills to achieve success. People with high emotional intelligence having greater satisfaction with life, enjoying family environment and sharing the feelings of others different than others people usually regular friendly, successful, are motivated and optimistic each job requires a person to provide a portion of the material, psychosocial him. But some people due to economic difficulties, poor management lack of proper planning particular attention to the need to satisfy basic needs have not been feeling dissatisfied.

Increase job satisfaction Provoke employees to be more and increase employee satisfaction better service can be provided. Developed countries of the world, Extensive costs In order to evaluate the annual changes they pay their employees' job satisfaction. Annual changes in the resources available to job satisfaction. Such expenses paid by these countries shows that job satisfaction is an important issue unfortunately, in our country, as a practical has not received much attention. to achieve efficiency, modern Job satisfaction is also essential [4].

Job satisfaction is one of the most important factors in increasing staff performance. At least be satisfied explicitly stated that the performance was not always favorable. lack of job satisfaction, increased absenteeism, turnover, turnover, Job accidents and even loss of life satisfaction, and this is another variable in the discussion of organizational behavior It is very important and can affect organizational behavior, organizational commitment. several concepts such as conscience, work ethic, interest and responsibility despite numerous differences are used with equal commitment, In other words, like many of the concepts of organizational psychology, commitment is defined as the ways organizational commitment is an attachment to the

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organizational commitment can be defined as an employee's psychological attachment to the organization the most common way of dealing with organizational commitment and organizational commitment is an emotional attachment to the organization to be considered. by the way, who is strongly committed to identity of the organization and its members enjoyed In his writings divided into three main distinctions are committed .of course, this division somewhat similar to Etzioni's classification e three dimensions are: A) affective commitment, B) an intellectual commitment) normative commitment It can be measured by the following factors: identification with the goals and values of the organization, all the definitions provided in the commitment three general categories are included: Emotional attachment to the organization, Mitzvah costs of leaving the organization, the desire to belong to the organization and the willingness to display effort on behalf of the organization.

In addition to these two views of a three-part model organizational commitment is also By Meyer and Allen (1991) has provided distinction between attitudinal and behavioral commitment goes beyond researchers have argued that the Maxwell and steel (2003) carried out a study to identify the determinants of organizational commitment and its effects in the organization. These two views are consistent with the general principles, But behavioral perspective, organizational commitment in providing a clearer picture of the behavior, Thus, according to this view, managers should try dynamic equations governing the behavior of their employees This requires continuing education that The results suggested that organizational commitment is determined by job characteristics such as the job scope affective commitment reflects an emotional bonding employee identification with the values and goals and his involvement with the organization [5]. Employees with strong affective commitment maintain their membership in the organization and continue to operate it. and work experiences such as rewards and employee importance. The organization is to reduce the resistance to change. The attitudes and behaviors of the dynamic instruction and the behavior of the solidification mode makes findings further suggested that organizational commitment was positively related to employee performance. The relatively new classification of three types of commitment; including the obligation to exchange, dedication and commitment to continuous replication have introduced The study category is considered organizational commitment has been one of the most obligation and duty to remain in the organization. Each of these cases, respectively, as affective commitment, rational commitment and normative commitment will be tested. widely researched areas in the field of management in relation to different job-related variables but in Iran very few studies have explored this concept. Commitment by cloning represents the amount of participation direct service to the community, employment prospects, political influence, and participation in administrative decisions, employment and training. In this type of organizational commitment, Staff at all levels, decisions tend to their role organizations are involved in Various researchers identify multiple factors affecting organizational commitment among employees The common point of these three approaches This commitment is a psychological state organization has identified that first employee relations, secondly implicitly to continue or discontinue membership in the organization refers individuals. Moreover, it is clear that the nature of mental states is different. but the present study focuses on investigating the impact of job involvement on organizational commitment [6].

Commitment to continuity, based on a sense of obligation bonds relationship is emotional and rational reasons. in fact, the organization's commitment to continuous link through rational processes are discussed commitment transaction represents a computational process by which individuals, The calculation of benefits, such as salaries and benefits, Promotions, Social and access to social network she organized there is grafted In fact, the interest income if you leave an organization risk incurred by individual organizational commitment is considered to be one of the most important and crucial outcomes of human resource strategies. Two general perspectives on organizational commitment is considered below: A) emotional approach (approach) [7]: The first view, an organizational commitment or emotional attitude as that affective commitment can be placed in this category. In this perspective, people identify with the organization and therefore membership in organizations goals are to continue One of the most important indicators of attitudinal commitment and behavioral commitment is a seer Attitudinal commitment indicative of the support staff of the organization, want to Join much less likely to leave the service furthermore employee commitment is seen as the key factor in achieving competitive performance.

In the perspective view, research to identify the most causes of commitment and outcomes and results orientation has been committed. But the behavioral view research initially identified the effects of such treatment are focused on changing attitudes. should be noted that organizational commitment, these views should not be facing each other in the assessment, but in fact belong to the correct understanding and dependence on the Time commitment will be achieved by studying the attitudes and behavior a significant relationship has been identified between job satisfaction and organizational commitment [8].

Commitment to the vision as it considers behavior. According to this view, for more benefits as those benefits and seniority in the organization are emotions appropriate to the organization. Samar (2007) also tried to determine the level commitment as a psychological statist least three components are inseparable that kind of desire, needs and requirements for continued employment in an organization is of influence job satisfaction facets will have on organizational commitment. an intellectual commitment fee is due to leave and normative commitment religion and sense of obligation to remain in the organization these are people who engage in them, think their task is to continue in the And religion, which are responsible for Their feeling is that it should remain in the organization. Today, according to the present changes and entry into the knowledge-based economy, condition for the survival of any enterprise system; due to sufficient depth human resources available in the organization and value of attempts to develop a "Our employees are our most valuable asset" is considered . most important goal of any organization to achieve the highest possible efficiency or productivity is optimized. Drake efficient productivity factors are: capital, tools, labor and work methods. Undoubtedly, skilled manpower and efficient one of the most important tools. goal is to achieve Important role in increasing or decreasing because labor productivity is the If the organization has the most money and the best technology and facilities, but the lack of productive and motivated workforce will not reach their goal amongst the most effective conservation organization sand it is crucial for leaders and managers of organizations, manpower. study history shows the development of industrial societies The skilled manpower and trained in the traditional society to industrial society is unquestionable influence, The main cause of most

human resource development so that communities and organizations have recognized education is when you have anything new to say about the human resources profession, organization and work values, Commitment and attachment to their participation and have more job education is one of the fundamental pillars of society because survival depends on the quality of education. The success or failure of education programs enforcement agents. It depends on the staff. Although educational purposes only; depend on the efficient use of human resources, money is but the dynamics of the system depends on many factors, including education, having happy employees [9]. Have a high loyalty and commitment to the organization and attached to the bench; to the dynamic environment and healthy by applying our ability to walk and cultural organizations more efficient and better acknowledgment must been every profession and employment, individuals have sense of commitment and attachment to their jobs are not a pleasant working environment for them. It annoyed the last days of his career led her and others to provide therefore, you must take steps to improve the quality of human resources, why is this action of interesting the people there. Loyal workforce, consistent with organizational goals and values join an organization that is willing and eager to maintain beyond the required tasks, activity can important factor in the success of the organization. Such forces lead to higher levels of performance and low absenteeism rate, delays and staff turnover is reputation of the organization data presented at the society for growth and development and provides Conversely workforce with a sense of loyalty and low organizational commitment inclined to leave the organization, not only does the move in order to achieve organizational goals; but in a culture of ignorance of the problems of the other partners is affecting so the most important motivational issues today with a wide size industrial and organizational psychology studies developed in the west, The issue of organizational commitment organizational commitment has been defined in different ways. Organizational commitment is a multidimensional constructs the special effects on labor and employment issues [10]. Such as reduced absenteeism and turnover positive or negative attitudes of organizational commitment the entire organization it may not work at his job. The replication of the organizational commitment of employees with the organization's goals and values organizational commitment, employee performance and organizational outcomes such as turnover tendency, sales and profitability of the firm and the employee's absence would affect. Thus, organizational commitment increase profitability and reduce turnover in the organization is affects employee performance Increase productivity, improving the quality of services is creating organizational commitment of employees due to its positive effects on their behavior [11]. For the organization and its managers vital and important priority is employees who are more committed more disciplined in their work, remain longer more work. Administrators have the obligation to protect employees and grown important part of human life since he was working in the area. Thus, an important component of work life the policy is and enhance the quality of work life leads to improved enjoyment of life.

Meanwhile extensive research on employment issues such as stress management, human resources, organizational commitment and taken. Some of these variables and some of them are related to personal characteristics. In this study, compared to the range of emotional intelligence and organizational commitment and job satisfaction of teachers were paid. during the past years many of In the area of job satisfaction

and organizational commitment inside and outside the country have been but one variable affects another on Job behavior relatively new concept of emotional intelligence In the literature of industrial psychology and organizational attention in other countries.of Industrial and organizational psychology, The focus is less. In this section of the brief [12]. The results of some of the most innovative research conducted in this field are described. Tahiti (2009), research as the relationship between job satisfaction and organizational commitment of physical education teachers Sazanydr Liam done that the results indicate the significance of relationship between the two variables. Firm and Karun (2006), in their study examining the relationship between emotional intelligence, Job satisfaction and organizational commitment made in a factory. The results show that Between emotional intelligence and job satisfaction and organizational commitment There is a significant relationship, community, Musky Ayden, easy research in the impact of emotional intelligence on job satisfaction and organizational commitment of nurses, found that emotional intelligence to job satisfaction and organizational commitment related species is remarkable results and Denis showed a significant relationship between emotional intelligence and job satisfaction is dengue and Howard in 2006 In a study The goal of emotional intelligence and job satisfaction and trust on employees of the university of California was It concluded that between emotional intelligence, strength predictive of job satisfaction[13].

#### Research questions

- 1 - Is there a relationship between emotional intelligence and organizational commitment on gender differences?
- 2 - Is there a relationship between emotional intelligence and organizational commitment of teachers in terms of marital status?
- 3 - Is there a relationship between emotional intelligence and organizational commitment in terms of teacher education?
- 4 - Is there a relationship between emotional intelligence and organizational commitment of teacher's age?
- 5 - Is there a relationship between emotional intelligence and organizational commitment of teachers in terms of teaching experience?

#### Methodology

The research method in this study population in this study is a cross-sectional survey all high school teachers to determine the sample size in this study Cochran's sampling formula has been used:

$$n = \frac{Nt^2s^2}{Nd^2 + t^2s^2}$$

Sampling in this study, or relative been stratified sampling proportional to size in order To sample size was estimated stratified sampling proportional to size was used in the 90 cases of female teachers and 65 male teachers were selected from the population. In this study two methods for data collection and the library is Amstrad hammy field. Tools used in this study Emotional Intelligence questionnaire Mayer and Sal viand organizational commitment questionnaire is Allen and Meyer. The reliability through alpha coefficient Krnbakh was approved To analyze the data and answer research questions Methods of descriptive and inferential statistics are used descriptive statistics Samples used to describe the situation, but most analyzes performed in this study has been performed using SPSS software. Tests used in this study Independent t-test and one way ANOVA were.

## Results

continue to investigate the research questions to be addressed:

The first research question There is a relationship between emotional intelligence and organizational commitment on gender?

To examine this question, there are differences between the variables of gender Average test for independent samples was used. The following table shows the results as shown is observed the test run f, equal variances were found Based on t-test was performed. The significance level for all three test variables that 0.1/0 undersized Thus, the average difference between the two groups was significant the mean difference between the two is accepted. In conclusion we can say that between men and women significant differences in emotional intelligence and organizational commitment there.

The second research question There is a relationship between emotional intelligence and organizational commitment of teachers in terms of marital status?

To examine this question, there are differences between variables in terms of marital status-t-test for independent groups were used.

### The following tables show the results box.

First test run F Lon-Equal variances were found Based on t-test was performed.

As shown in table (2) is observed given the significant level of t-test for all three variables larger than 0.05. Thus, the average difference between the two groups was not significant. The mean difference between the two will be accepted In conclusion we can say that The Secretaries of married and single teachers in emotional intelligence and organizational commitment there is no significant difference. The third researches question the variables between emotional intelligence and organizational commitment in terms of teacher education, there is a difference? To examine this question there are differences between variables in terms of education, T-test for independent groups was used. The following table shows the results box. Table 3. results for two different teachers in terms of Emotional Intelligence and organizational commitment among different studies First test run F Lon- equal variances were found based on t-test was performed. As shown in table (4) is observed the significance level for all three variables larger than 0.05. Thus, the average difference between the two groups was not significant. The mean difference between the two communities will not be accepted. in conclusion we can say that between master teachers and master teachers in emotional intelligence and organizational commitment, there is no significant difference.

### Research Question Four

There is a relationship between emotional intelligence and organizational commitment of teacher's age?

To examine this question, the teachers are different depending on the age variables, the ANOVA test was used.

First, using the f statistic Lone homogeneity and equality of variances was according to significant values of the variables at the base of Lone F 0/05 was the assumption of equal variances is confirmed. However, the assumption of equal variances using variance the average difference in pay, the results are detailed in the table:

Table 5. Results of ANOVA on the difference between two variables of emotional intelligence and organizational commitment of teachers in different age groups

The ANOVA test (Table 5), due to the significant level for any two variables is greater than 0.05 Thus, the mean difference between the groups was not significantly different from the

mean will be accepted. In conclusion we can say that between teachers in different age levels on emotional intelligence and organizational commitment there is no significant difference.

Research Question Five There is a relationship between emotional intelligence and organizational commitment of teachers in terms of teaching experience?

To examine this question, there is a difference between variables in terms of teachers, One-way ANOVA test was used. first, using the F statistic Lone homogeneity and equality of variances was According to the Significant values of the variables in the base of Lone F 0/05 was the assumption of equal variances is confirmed. However, the assumption of equal variances using variance tests to examine differences in average pay; results are detailed in the table: table 6. ANOVA results for differences in emotional intelligence and organizational commitment among teachers in two variables with different teaching experience.

### The ANOVA (Table 6), the significance level for all three variables larger than 0.05/0

Thus, the mean difference between the groups was not significant and means it will not be accepted In conclusion it can be said there is no significant difference. between teachers with different teaching experience in various in emotional intelligence and organizational commitment

### Discussion and Conclusion

As was observed between these two variables, there are significant differences by gender. that generally means a female teacher the male teachers are more than two variables. The findings of the research results Khios (2006), Bane Hashemian (2006), Bane Hashemian (2010), through (2005) are consistent. Because all these people significant relationship between gender and one of the variables have emotional intelligence and organizational commitment but results of her study's findings (2010), Ali (2009) Sadeghi (1999) is inconsistent. Because of these findings Suggests between emotional intelligence and organizational commitment variables and there is no sex in a relationship. Teachers in this study bachelors and masters degrees in both groups are (The editors of the other papers were also due to the very small number of them were excluded from the sample). The effect of education investigate the relationship between the variables in terms of education, teachers did not study variables. The teachers have bachelor's degrees and a master of emotional intelligence and organizational commitment are not significantly different. In the case of teachers in this study the relationship between none of the variables between research and teaching experience of teachers got. These findings thus Etebarian (2009) is consistent. Etebarian in its investigation concluded that the record did not affect the study variables. Age also has a significant relationship with variables. The teachers of different age groups (In this study, teachers were divided in four groups) no significant difference in terms of emotional intelligence and organizational commitment. The resulting findings Safari (2007), Pottery Chain (2001), Zaire (2002), compatible and consistent. The findings on the marital status showed no significant secretaries and none of the variables of emotional intelligence and organizational commitment. Finally, the interpretation of the results. The averages of the different groups of variables .usual theories of psychologists and pay the comparison of average emotional intelligence and organizational commitment, among different groups of teachers (younger and less experienced teachers with experienced teachers and older) based on studies views of experts and psychologists in young.

**Table 1. Results for two different teachers Emotional Intelligence and Organizational Commitment among married and unmarried**

		T test for equality of means		
		t score	Degrees of freedom	Significant
Emotional Intelligence	Assuming equal variances	373/0-	229	709/0
	Assuming unequal variances			
Organizational commitment	Assuming equal variances	249/0-	229	803/0
	Assuming unequal variances			

		T test for equality of means		
		t score	Degrees of freedom	Significant
Emotional Intelligence	Assuming equal variances	73/1-	229	085/0
	Assuming unequal variances			
Organizational commitment	Assuming equal variances	117/1-	22926	5/0
	Assuming unequal variances			

		Total squared	Degrees of freedom	Mean square	F score	Significant
Emotional Intelligence	The group	679/397	3	56/132	982/0	402/0
	Intergroup	031/30655	227	044/135		
	Total	210/31052	230			
Organizational commitment	The group	778/55	3	593/18	246/0	846/0
	Intergroup	456/17176	227	667/75		
	Total	234/17232	230			

		Total squared	Degrees of freedom	Mean square	F score
Emotional Intelligence	The group	750/513	4	438/128	950/0
	Intergroup	960/30538	226	128/135	436/0
	Total	210/31052	230		
Organizational commitment	The group	044/225	4	261/56	748/0
	Intergroup	190/17007	226	253/75	561/0
	Total	234/17232	230		

Early service show more commitment to the organization enjoys higher satisfaction it's because of the passion and enthusiasm after finding and entering these is youth and ability to get things done and service to the organization. But little by little with getting older the person with more experience of commitment Satisfaction and reduced to the end of the period of service in the organization (The condition of being a total service period to retirement) this decline continues. but back in the late periods of service again for reasons such as emotional attachment to the organization's commitment and slightly increased satisfaction and improved. The same trend was observed in this study, The young teachers average experience more convenient and less and higher than older teachers demonstrated experience but the difference in this research, it was expected (according to the ancients, and psychologists) It was observed according to top served in several senior level commitment increased employee satisfaction. The teachers in this study found no such thing (or the amount was very small and only one of the variables). to justify this difference perhaps the influence of some environmental features the teachers in the city or the lack of necessary directors and secretaries education officials pointed to problems. Because dram experienced and older certainly demands and greater expectations organizations where they serve the expectations of managers are not met. Also another reason to justify it culture can be a general trending our society in recent years has been noted. Because during these years little

attention to culture to the younger generation and students are teachers who are directly and continuously associated with this group, respect and dignity necessary The students saw, satisfaction and commitment required do not feel enough. at the end of this discussion, it is necessary to note given the importance of the variables and organizational commitment emotional intelligence and secretaries the ministry of education and schools most essential resources to achieve the goals of education are culture for the younger generation students and the Material and spiritual needs of teachers (which is much older.) Is essential up ahead, having a future for education. The difference between variables In both sexes must also be said, some women because of their inherent characteristics such as kindness more gentle, teachers' emotions more than men; These variables are better than men, The study also such results were obtained among teachers.

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