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Relationship between emotional intelligence and organizational commitment in Iran's Ramin thermal power plant

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Abstract

The aim of this study was to investigate the relationship between emotional intelligence and organizational commitment in the Ramin Thermal Power Plant. Participants were all of operation office staff (100 employees) who were selected from Ramin Thermal Power Plant by convenient sampling and answered to two questionnaires: Cyberia-shrink emotional intelligence Questionnaire and Allen-Meyer organizational commitment. The results of regression analysis showed the positive significant relationship between emotional intelligence and organizational committees.

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1. Introduction

Human force is the most vital strategic factor to increase the efficiency of the organization and consequently the development of the society. Scat and Zhaf (1999) consider the commitment and the capability of the human face as the main advantage of an organization incompetence with other organizations. In fact, the successful organizations are those which have capable and committed employees (Guenzi & Pelloni, 2004). Organizational commitment means employee's positive or negative attitudes toward the organization as a whole not their own specific job in that organization. A committed employee is faithful to his organization and identifies himself via his membership of the organization. The concept of organizational commitment is constructed of: Affective Commitment, Continuance Commitment, and Normative Commitment (Dyne & Ang, 1998). Faithful and committed human force are an important factor in the efficiency of an organization. On the other hand, human force with low faith and commitment not only does not help the organization to achieve its goals, but also postpones its success (Jordan, 2002). Many researchers in this field work to understand various factors influencing employees' commitment to the organization and benefit their maximum capabilities.

Emotional intelligence (EQ) is one of the factors greatly influences the relationship between managers and members of the organization. Goleman (1998) considers EQ as a main factor in an organization. Emotional

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intelligence means exact understanding, evaluating, and expressing emotions (Elks in & Elks in, 2003). Goleman (1995) believes that EQ includes: Self-Awareness, Self-Management, Motivation, Empathy, and Relationship Management (Abisamra, 2000). According to Mayer, Caruso and Salovey (2000) the most vital skill of EQ is the person's awareness of his emotions and feelings so that he can differentiate between his real feelings and the unreal one. In the other words, EQ gives us the ability of enjoying our real feelings and to make the right decision in difficult conditions.

Barsad (2000) found out that increase of positive emotions in a group, facilitates participation and cooperation among group members, decreases the conflicts in the group, and improves the members' efficiency. Gardner and Stough (2003) indicated that emotional intelligence is a useful predictor of job satisfaction and organizational commitment and is correlated with them. Results of Rozeman' study (2007) showed that there is a significant positive correlation between the variables of job satisfaction, organizational commitment, and emotional intelligence. Also, Norsidah (2008) found out that EQ can predict the organizational commitment; people with high emotional intelligence have an average level of organizational commitment. Rathi and Rastoghi (2009) in their study concluded that there is a significant positive correlation between EQ and job satisfaction and also an insignificant positive correlation between EQ and organizational commitment. Moreover, organizational commitment and job satisfaction had a positive correlation. Othman and Anugerah (2009) showed that people with high EQ are more committed to their jobs, commitment predicts job satisfaction and committing acts as a mediator between EQ and job satisfaction.

Reviewing the literature in this field reveals that in modern organizations, managers and employees can increase group morale and make the work environment enjoyable by improving EQ factors. It seems that combination of management knowledge and emotional capabilities can be useful to make people work in order to achieve the organizational goals. Therefore, the present study was to investigate the relationship between emotional intelligence, its aspects (self-awareness, self-management, motivation, empathy, and relationship management) and organizational commitment. It's supposed that the subclass of EQ can predict organizational commitment.

2. Method

2-1. Participants

The sample consisted of all the operation office staff (100 employees) that was selected from Ramin Thermal Power Plant. They were all male employees, who were married, with undergraduate level of education with an age range of 25-45. Because of the limited number of statistic society, all of the participants were selected as research samples.

2-2. Instrument

Organizational Commitment Scale: this scale has been constructed by Meyer and Allen (1990). It includes 24 questions in 5-Likert style and 3 sub-scales of Affective Commitment, Continuance Commitment, and Normative Commitment. Reliability of the inventory was estimated 0.76 by Cronbach's alpha Coefficient.

Emotional Intelligence test: this questionnaire has been constructed by Cyberia-Shrink (2010) and includes 33 questions in 5-Likert style and 5 sub-scales of self-awareness, self-management, motivation, empathy, and relationship management. Reliability of the inventory was estimated 0.85 by Cronbach's alpha Coefficient.

3. Results

To analyze the data, methods of descriptive statistics (mean and standard deviation), Pearson correlation coefficient, and regression analysis were applied. Results are presented in tables 1 to 3 .

Table 1. Mean scores and standard deviations for research variables

Variable	M	SD
Emotional intelligence	86.5	10.23
Self-awareness	19.98	2.76
Self-management	19.40	3.37
Motivation	21.06	2.46
Empathy	14.32	4.85
Relationship management	11.74	3.07
Organizational commitment	60.82	11.53
Affective commitment	19.26	6.40
Continuance commitment	20.52	5.99
Normative commitment	21.14	2.64

As the results of above table shows, motivation has the highest mean between subscales of emotional intelligence and organizational commitment has the highest mean between subscales of organizational commitment.

Table2. Correlation Coefficient between EQ, its sub-scale and Organizational commitment

Variable	R	P
Emotional intelligence	0.68	0.02
Self-awareness	0.62	0.01
Self-management	0.58	0.03
Motivation	0.74	0.04
Empathy	0.24	0.0001
Relationship management	0.37	0.0001

Results presented in table 2 shows that emotional intelligence and its sub-scales are significantly related to organizational commitment. Motivation has the highest correlation coefficient with organizational commitment.

Table3. Regression analysis between EQ's sub-scales and Organizational commitment

Variable	β	t	p
Self-awareness	0.53	4.72	0.0001
Self-management	0.50	4.45	0.0001
Motivation	0.64	5.70	0.0001
Empathy	0.16	1.56	0.0001
Relationship management	0.32	2.85	0.0001

Results presented in a regression analysis show that Emotional Intelligence and its sub-scales are significantly related to organizational commitment. Moreover motivation ($R^2 = 0.54$, adjusted R square = 0.50), among the EQ's sub-scales, play the most important role in predicting organizational commitment.

4. Discussion

The findings of the study indicate that there is a significant relation between the subjects' EQ and their organizational commitment. These results are consistent with Othman and Anugrah (2009), Rozeman (2007), and Rathi and Rastoghi (2008). Rozeman (2007) in his study found out that there is a significant relationship among variables of job satisfaction and organizational commitment and EQ. According to Salovey, Mayer, and Caruso (1998), the most crucial skill of EQ is the person's awareness of his emotions and feelings so that he can differentiate between his real feelings and the unreal ones. In the other words, EQ gives us the ability to enjoy our real feelings and to make the right decision in difficult conditions.

Results of regression analysis indicate a significant positive relationship between sub-scales of EQ (self-awareness, self-management, motivation, empathy, and relationship management) and organizational commitment in the subjects. Moreover, motivation, among the EQ's sub-scales, plays the most important role in predicting organizational commitment. These findings are also similar to those of Caruso (1998) and Gardner & Stough (2003). Caruso (1998 cited in Othman & Anugerah, 2009) found out that EQ and some of its factors are correlated with organizational commitment.

Motivation is a necessary factor for goal achievement so people with high level of motivation, are more willing and committed to achieve organizational goals. Managing and controlling feelings lay the grounds for any skill and achievement. The ones who are able to arouse their emotion on time can succeed in any task that assigned to them (Goleman, 1995). Self awareness is a principal emotional ability on which other abilities such as emotional self awareness are based on. Therefore, it seems that people with high self awareness are more committed to their organization (Goleman, 1995). Self management refers to one's ability to adjust his behavior to environmental conditions. Consequently, people with high self management are more successful in adapting themselves with organizational and environmental conditions and are more committed to their organization (Rozell, Pettijohn and Parker, 2002). Empathy means understanding others, willingness to serve the others, awareness of others' feelings, needs, and concerns. People who have this attribute enjoy their participation and membership in the organization and will be faithful to it (Rozell et al, 2002). Management of the relations or social skill in employees' relationships increases the emotional belongs among them and consequently, this influences their commitment to the organization. On the whole, interrelationship has a significant influence on the emotional versatility among the employees.

The result of this research showed the important role of emotional intelligence on organizational commitment, thus it suggests to managers to plan some educational programs for employees to increase their morale and emotional factors which can result in the effectiveness of the organizations.

This study had some limitations, like the limited number of sample size and nonrandom sampling; those have limited the generalization of the results. Moreover, like other studies based on self-report questionnaire the participant may have replied untruly to the questions.

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