

THE SURVEY OF THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL COMMITMENT AMONG ZAHEDAN MEDICAL SCIENCES UNIVERSITY STAFF IN 2016

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ABSTRACT

Objective: Nowadays, human relationships with the organizations are among the most important issues and organizational problems which can direct the organization to the crash point. Emotional intelligence (EI) has extensively influenced the work-related behaviors such as teamwork, expansion of the talents, innovation, service providing quality, and customer loyalty and can lead to job satisfaction and organizational commitment. Therefore, according to the effects that EI can exert on the organizational commitment and productivity of the organization, the present study has been conducted with the objective of surveying the relationship between EI and organizational commitment.

Methods: The present study is a cross-sectional descriptive-analytical research which has been conducted on 160 individuals from Zahedan Medical Sciences University staff who were selected based on a random method in 2016. To gather the information, a three-part questionnaire was applied the first part of which was connected to the demographic characteristics; the second part was related to the EI standard questionnaire; the third part was pertaining to the organizational commitment standard questionnaire. Data were analyzed by taking advantage of SPSS 19 and descriptive statistics, Pearson correlation, variance analysis, and independent t-test.

Results: The results of the present study indicated that the individuals' average age was 36.54 ± 10.03 , 98 individuals were women, 137 individuals were married. The individual's total mean score in EI was 114.11 ± 14.07 which has been reported to be high, according to the questionnaire ranking and the organizational commitment total mean score was 75.19 ± 7.7 . In the present study, the relationship between EI and organizational commitment was found to be statistically significant ($p=0.005$).

Conclusion: The results obtained in the current study are consistent with the results obtained from the cited studies, and there was a significant relationship between EI and organizational commitment.

Keywords: Organizational commitment, Emotional intelligence, University staff.

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INTRODUCTION

Surely, the most original and the most effective group in the growth of the developing countries is the group of scientific institutions, especially the universities [1], and the human relationship in the organizations is one of the most significant and most problematic relationships which may take the organization to the point of the downfall. Affective and social capabilities have an undeniable effect in the improvement of the relationships, and the fostering of the individuals and these does not take into consideration the way they should. Emotional intelligence (EI) includes a mental competency which is reflective of the individual's affective and social capabilities which can lead to the manifestation of abilities such as establishing relationships and recognizing one's weaknesses and strong points. With such attributes, the EI is of great importance for a manager, and it is to the extent that it is claimed that it can influence other managerial capabilities and competencies [2]. Human workforce is considered as the most expensive and the most valuable human resources, asset, the importance of the human workforce as the most significant factor in the operational chain in every organization has long been approved and confirmed and the organizations with outstanding and considerable success has set attending to such matters as their goal and signboard [3]. Nowadays, all of the organizations are subjected to the environmental turbulence. Because such uncertainty and non-absoluteness affect the organization and the staff members, therefore, there is a need for capabilities

and competencies which meanwhile resisting the environmental turbulence, can be adopted to make appropriate decisions, without losing the motivation for continuing the path to the organizational objectives, to change such turbulence to a fruitful opportunity for the organization. One such capability is the organizational member's EI [4]. EI is the capacity of the people to recognize their own emotions and affections to get access to constructive feelings and emotions with the help of which they could deal with the evaluation and understanding of their own emotions and emotional and affective knowledge and through the use of such a knowledge could be able to provide for the nurturing and cultivation of their own emotions and intelligence growth [5]. EI includes four interrelated capabilities and they are: The ability to perceive emotions, the ability to make use of emotions for facilitating reasoning, the capacity to conceive emotions' meaning and the information they convey, and the ability to effectively label and manage emotions [6]. In individuals with low EI, problem-solving abilities are considerably low, and these individuals do not possess much ability in taking advantage of resistance skills in confrontation with life psychological pressures [7]. Furthermore, low EI influences the happiness and health status of the staff members and makes it more difficult to manage them in confrontation with the problems and conflicts [8]. On the other hand, the individuals having low EI are continuously filled with the feelings of vanity and disintegration, and they exhibit inappropriate affective reactions. Therefore, low EI can be considered as a highly risky factor in being afflicted by psychological

diseases and creation of difficulties in adaptation with the other individuals and environments [9]. Furthermore, EI has extensively influenced the work-related behaviors such as teamwork, expansion of the talents, innovation, service quality, and customers' loyalty, and it can lead to job satisfaction and organizational commitment [10]. Gardner and Stough in a study at Swinburne University in the US have pointed to the idea that EI is a prosperous predictor of job satisfaction and organizational commitment and that the EI is in relationship with job satisfaction and organizational commitment [11]. Among the indices for assessing the rate of organizations' superiority with respect to one another is the staff working in every organization the amount of loyalty and commitment of whom make they performed the assigned tasks and duties with higher qualities and this in itself can result in performance enhancement, productivity, and organizational efficiency [12]. The most familiar and most brilliant model which deals with the elaboration and explication of the organizational commitment is the Allen-Mayer model, but in this model, the relationship between organizational commitment and its constituent components with productivity and its determining indices was not well identified [13]. When the staff members enjoy the freedom of action in the organizational environment, they will show more interest in participating in the organizational decisions, take organizational responsibilities, and take part in all levels of organizational activities enthusiastically.

Perception of organizational justice leads to affective and occupational commitment in the employees and, on the other hand, the costs that an organization incurs due to reasons such as employees' dislocation, desertion of service or absenteeism will also be reduced [14]. Thus, according to the effects that EI could have on the organizational commitment and productivity, the present study was conducted with the objective of the survey of the relationship between EI and organizational commitment.

METHODS

The current study is a cross-sectional descriptive-analytical research which has been conducted on 160 individuals from Zahedan Medical Sciences University staff who were selected based on a random method in 2016. The entrance priority was given to those of the employees with at least MA university degree and those of them who provided an oral consent. To collect the required information, a three-part questionnaire was applied; the first part of which was related to demographic characteristics (age, gender, work history, and marital status); the second part was pertained to Bradberry-Greaves EI standard questionnaire which contained 28 questions and relationships; the scoring method was undertaken based on a 6-point scale (never, rarely, sometimes, usually, almost always, and always) ranging from 1 to 6 and the total sum of the scores obtained by the testee regarding each of the questions constitutes his or her total test score. Based on this questionnaire, the score above 80 is indicative of high EI, 60-80 indicates an intermediate level of EI, and the score below 60 indicates low EI. The questionnaire validity was also confirmed by Qaderi *et al.* and also the reliability coefficients obtained for four skills of self-awareness, self-management, social awareness, and managing relations were as follows: 0.90, 0.87, 0.80, and 0.78, respectively [15]. The third part of the questionnaire was related to Allen-Mayer standard questionnaire and this instrument also had 24 questions, and it has been designed based on Likert's 5-point scale, in which 1 denotes completely disagree and 5 denotes completely agree. The scoring style for some of the questions was performed in an inverse method, and the organizational commitment score was to be obtained from the total scores obtained from each of the dimensions and the higher the individual's score it would be an indicator of higher organizational commitment. The maximum score for this questionnaire was 120 and the minimum was 24. The questionnaire validity and reliability were confirmed by Rahmzadeh and the Cronbach's alpha coefficient in the present study was obtained as equal to 0.82 [16].

To collect the required data, after acquiring a confirmation letter for the research plan from Zahedan Medical Sciences University research vice

chancellorship and obtaining a letter of recommendation and making the necessary coordination job with the university security office, the researcher referred to the university administrative office; first, the objective of the study was explained and then after obtaining an oral consent from the participants the questionnaires were distributed in sufficient number among the study sample volume. At the beginning of the questionnaire, there was inserted a text to inform the respondents of their conscious cooperation with the research plan and it stated that "your cooperation in the present study means that you are fully aware and contend with the terms and conditions of the present study and that the information provided by the respondents in the questionnaires will remain confidential, and they are not exposed to any risk by any means." After the questionnaires were completed and questionnaires were collected and reviewed by the researcher and they were again returned to the respondents in case of existing incomplete parts and finally after all of the questionnaires were collected, the extracted data were analyzed by taking advantage of SPSS 19 software, descriptive statistics, Pearson correlation, variance analysis, and independent t-test.

RESULTS

The results of the present study indicated that the individuals' average age was 36.54 ± 10.03 , 98 individuals (61.3%) were women, 137 individuals (85.6%) were married. 46 individuals (28.7%) had a work history between 1 and 5 years, 43 individuals (26.9%) had a work history between 5 and 10 years, 20 individuals (12.5%) had a work history between 10 and 15 years, and 51 individuals (31.9%) had a work history above 15 years. The individuals' total mean score in EI was 114.11 ± 14.07 , which is ranked in a high level according to the questionnaire classification, and the total mean score in organizational commitment was 75.19 ± 7.71 . The relationship between age and marital status with the total score of EI and total mean score obtained in organizational commitment was not statistically significant. The relationship between gender and EI was significant ($p=0.008$), but with organizational commitment, the relationship was not significant ($p=0.502$). In the present study, the relationship between EI and organizational commitment was statistically significant ($p=0.005$).

The relationship between work history with EI and organizational commitment has been inserted in Table 1.

DISCUSSIONS

The results obtained in the present study indicated that the relationship between EI and organizational commitment was statistically significant. The other studies also have confirmed the relationship between organizational commitment and the EI [17,18]. In the study performed by Akbari Booreng *et al.*, a significant relationship was also observed between organizational commitment and EI [19]. The researchers came to this conclusion that the individuals possessing high EI are more committed to their occupations and jobs. The individuals who have a high level of commitment toward their jobs

Table 1: The relationship between work history with EI and organizational commitment

Variable type	Mean±Standard deviation	p
EI		
1-5 years	113.3261±16.32728	0.338
5-10 years	113.4651±13.13003	
10-15 years	110.5000±15.21599	
>15	116.7843±11.99719	
Organizational commitment		
1-5 years	76.1522±5.29137	0.626
5-10 years	75.5581±8.05724	
10-15 years	73.8500±7.42878	
>15	74.5490±9.30874	

EI: Emotional intelligence

in comparison to the individuals with a low level of job commitment, experience higher and more vocational accomplishments, they are more eager in pursuing their objectives and goals even in confrontation with barriers and failure, they are more inclined toward significant and outstanding investments in their occupations and they tend to expand the attitudes corresponding to their jobs [20]. Therefore, according to the study findings and the existence of the relationship between EI and organizational commitment, it is suggested that for the organization to be able to survive and strive and to have staff members with maximum satisfaction and organizational commitment possible there should be made use of those managers who can distinguish between what they think and what they feel, are seeking honorable and noble objectives, can manage their energy and they are not seeking solely to advise, order, criticize, judge, and give speech to the others. This is while the selection of those staff members is deemed more appropriate who avoid a sudden outburst of their feelings such as anger, joy, or fear and prevent such feelings from getting involved in their decision making and they generally have high EI. Such a selection can be performed by taking advantage of tests for assessing the EI skill or personality tests. Furthermore, they should implement and establish training programs for improving the staff EI that is because the staff with higher EI enjoys a higher level of organizational commitment, and consequently, their level of job satisfaction will be enhanced. The individuals who show a higher organizational commitment would have fewer problems such as absenteeism, resignations, and being dismissed from a job. In a new organizational environment usually described with such attributes as complexity, confusion, high change paces augmenting, the job satisfaction in the individuals with high EI is substantially dependent on the increase in the commitment level [21-25].

Furthermore, the results of the present study indicated that the EI and organizational commitment mean scores are in an optimum level. Choi and Wanchai in a study on 450 employees of a big hospital in Seoul reported an intermediate level of the EI [26]. In the Gorgich *et al.* study was conducted about the association of EI with academic achievement and general health among medical sciences students in 2015, the results showed that mean of total EI score was 79.28 ± 1.95 . Mean of the total EI score was 102.23 ± 1.67 among male students while it was 98.54 ± 2.23 among female students. Furthermore, there was a significant difference between means of these two groups. In addition, EI had shown a significant relationship between general health and academic performances [27].

Although the comparison between the present study findings with the results obtained in other studies indicate that the present study staff EI level is at an acceptable level, it still can be improved through the use of educational programs. Yost and Tucker have verified that there are a great many of common aspects between successful teamwork and EI. They claimed that the individuals' EI capabilities are far more important than the individuals' technical skills. The difference in the successful and intermediate work relationships, especially in the work groups can be attributed to the group members' dominance over skills, competencies, and EI-based strategies [28]. Perhaps, it can be stated that one of the most important effects of EI on the staff accomplishment is the ability to establish effective and extensive relationships with peers, and this is what is considered as the discriminating aspect of such staff members of the others [4].

The individuals who are more committed to their occupations experience more vocational accomplishments with respect to those who enjoy a lower level of organizational and occupational commitment since the employees who are committed to a job or occupation tend to expand attitudes corresponding to their commitment [29].

One of the main limitations of the present study was that it was conducted in a specific period of time. Second, the information required for undertaking the current study was obtained via questionnaire from Zahedan Medical Sciences University staff. According to the idea that the current study methodology is of a questionnaire nature, so it

is likely that the methodology could have influenced the final results. In other words, there existed this possibility that some organizational constraints and limitations may have caused the staff members to refrain from completing the questionnaires, or they may have completed the questionnaires without the due care. To reduce such limitations, the researcher delivered the questionnaires to the respondents in person and provided them with the information regarding the study objectives and after 1 day again the researcher personally attended the university and attempted to gather the questionnaires.

CONCLUSION

The results obtained in the present study are consistent with the results obtained in the studies cited in the study background section, and there was observed a significant relationship between EI and organizational commitment. The results of the present study and the results obtained in the other studies regarding EI are indicative of the EI role importance as an organizational behavior which brings about an improvement in the occupational performance and efficiency in the individuals and eventually leads to organizational efficiency and it is worth mentioning that the managers and officials should pay a particular attention to the EI role. Furthermore, according to the role and importance of the organizational commitment and the role played by EI in elaborating and predicting the organizational commitment which has also been confirmed by the other studies and researches, it is hereby suggested that the managers should take the EI importance and role into consideration, and they should take measures to assess and evaluate organizational commitment and EI levels in their employees and staff at least once every 2 years and try comparing these variables procedures and processes.

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