

Relationship between Emotional Intelligence and Organizational Commitment among Personnel of the Road and Urbanism Office of Zanjan Province

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Abstract

Human resources are one of the rare resources that can make permanent competitive advantage for the organization. Today with regard to swift growth of changes, especially in the field of management, we can say that promotion of organizations is at the stake of human resources which are committed to goals and values of the organization. Organizational commitment is an important job and organizational view that during last years have attracted loss of organizational behavior, psychology and specially, social psychology researchers. On the one hand, widespread researches in the field of human resources show that intelligence have significant effect on human resources expansion. Also new paradigm named emotional intelligence has emerged in the field of management and organization. Emotional intelligence includes: a collection (set) of recognition abilities, understanding, description of one's own and other emotions and appropriate processing of them in order to represent an appropriate reaction. According to this, the concept of emotional intelligence means "appropriate understanding and processing of one's own and other emotions so that on the basis of it can have ethical behaviors, social conscience. This research (paper) had been done with the name of review (survey) of the relationship between emotional intelligence and organization behavior among personnel of road and urbanization office of Zanjan province (city). Method of this paper is descriptive- survival, this paper with regard to type of research is practical and for data collection has used two kinds of questionnaires: emotional intelligence and organizational commitment. Research population includes personnel of Zanjan road and urbanization office in 2013, and simple random sampling is used that 170 person have been choose as the sample. Pearson test and t student has been done for theory questions. With regard to this that significance level is less than 0/05 (sig=...) so for all theories in the field $H=0$ and all theories of research are at the 95% of reliability. And we concluded that between emotional intelligence and its dimensions among Zanjan road urbanization office personnel a meaningful relation exists.

Keywords: emotional intelligence, organizational commitment, Zanjan road and urbanization office.

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Introduction

Competent human resource is the most important index of supremacy of one organization to the other organization. So expert, loyal, consistent with values and organizational goals, highly motivated, committed to organizational membership maintenance personnel are one of important and necessary needs of every organization. Because of organization needs personnel who do better than their usual activity. Having such personnel in organization, in addition to reduction of absence, delay and movement, it leads to dramatic improvement of organizations performance, personals psychological health and appearance of organizational goals. Overall absence of sense of commitment and low level commitment has negative results for the person and the organization. In most of the organizations, personnel make the most important factor and effect efficiency, competence and professional performance of the organization. According to Karmlee (2003) we expect that people with emotional intelligence, identify and manage their emotions and use it for future obstacles reduction and enhance their job horizons better than people with low level emotional intelligence. Emotional intelligence can make people capable of controlling their stress effectively and avoid its negative effects on that person's view of his/her profession (job). In this paper, we review relationship between emotional intelligence and organizational success. (Brown, 2003) personnel with high commitment are eager to do their best for the organization. Strong dependence of the individual to organization makes possible better consistency and answers to change of customers' needs, also leads to better consistency with change of customers' needs, also causes consistency with environmental stresses and requirements. In most of the organizations, personnel are the most important factor, and affect the efficiency and professional performance of the organization. So for a successful performance, each organizational commitment is important because committed personnel have a low possibility of job change and have a high level of performance (2006, stop). Concept of organizational commitment includes 3 things. Normal commitment is commitment to obligation for staying in the organization. Permanent commitment includes amount of personnel sense of commitment to their organizations when reviewing expenditures of leaving the organization. (Salami, 2009), different factors effect organizational commitment such as type of job, other employment opportunities, work environment and individual characteristics, particularly individual characteristics that seem to have relationship with organizations commitment, is emotional intelligence. According to Saloy and Maya talking about emotional intelligence we mean capability of rapid understanding, evaluation and expression of

emotions, understanding and controlling them and using the information for guiding public thoughts and activities. In the past managers focused their attention on IQ in employing their personnel and counted emotions as the rebellion of organizational operations logic. But today with regard to lots of researches done, researches have concluded that only IQ cannot be the cause of people success in life and work. Today it is believed that IQ with emotional intelligence can lead to success. Identification, understanding, attention and controlling your internal emotions and how to manage these emotions includes most important field of emotional intelligence effects workplace environment experiences. Non- cognition and intelligence abilities, such as emotional capabilities are important in predicting individual's skill and success in life. Main issue (problem) that we have paid to it is that we know if there is a meaningful relationship between emotional intelligence and organizational commitment of road and urbanization office personnel or not? According to this question, following hypothesis has been codified (written):

- Between self- perception and organizational commitment a meaningful relationship exists.
- Between self- management and organizational commitment a meaningful relationship exists.
- Between social perception and organizational commitment a meaningful relationship exists.
- Between relations management and organizational commitment a meaningful relationship exist.

Present study named (titled) review of relationship between emotional intelligence organizational commitment among Zanjan road and urbanization office personnel, is written in five chapters that in each chapter some discussions have been paid to that are as follows: first chapter: universal of the research including introduction, statement of the problem, importance of research, aims, questions, hypothesis, research variables and realm of the research. Second chapter: includes research literature. Third chapter: research method including: research method, population, statistical sample data collection instruments and methods, determining reliability and validity of the data ways of data analysis. Fourth chapter: data analysis which includes descriptive and deductive analysis. Fifth chapter: ultimately conclusion and offering suggestions and limitations of the research.

Literature review

Definition of emotional intelligence despite their different appearance, all underlie a basic axis and that is know ledge of emotions, their management and maintaining appropriate social relations. John mayer "a set of mental capabilities which help you to understand your emotions and finally

gain ability to set your emotions”. Stevehin “emotional intelligence includes ability to control your abilities and maintaining balance between your emotions and logic, till they lead us to luck”. Teravisbradebri and Jean gives “emotional intelligence, is that ability of recognition, understanding and setting of emotions and using them in life. In Daniel go lemans belief, emotional intelligence is a kind of social skill and ability to maintain an effective relation with other people that includes sympathy with them, controlling challenges and setting differences. It seems that we can in an overall phrase know emotional intelligence as including asset of abilities to understand, describe and appropriately process them in order to show a good reaction. On the basis of this, concept of emotional intelligence means appropriate understanding and processing of your own and other people’s emotions so that on the basis of it we can have ethical behaviors and social conscience (Sharifi, 2009).

Emotional intelligence as a dramatic phenomenon, not only has a theory psychological aspect, but with its enhancement in reality we can find appropriate answers for most of the dormant problems of life. Today articles, books and different educational workshops concerning emotional intelligence are held and written that all are an effort in showing new solutions for facing with individual and intra- individual problems in today’s complicated societies (Norian, 2003). Theoreticians (theorists) of emotional intelligence believe that IQ tells us what can we do while emotional intelligence tells us what should we do. IQ includes our ability to learn, logical and abstract thinking, while emotional intelligence tells us that how to use for success in life. Emotional intelligence includes our ability in the direction of emotional and social self- perception and (e valuates) required skills in this field. Skills for making good relations with others and sense of responsibility are against the duties. Among definitions of commitment, organizational commitment has a high position. One of the variables that can play a role in attaining organizational goals is organizational commitment. Organizational commitment has different definitions. When, each of the individuals feels a great responsibility for his organizational commitments. Keeping personnel that are committed to organization have a high priority for most of today’s organizations. (Haweess, 2009) especially at the time of crisis and job reduction making committed personnel for organizations is challenging. (Hanziger, 2002) organizations that fail in this phase will reduce research for ability of competition at future. (Judit el, 2003) premier executives are not limited to top (senior) managers, but maybe found in all organizational levels. Organizational commitment is one of the important reasons for personnel to survive, although in

big organizations or after merging or embedding, personnel commitment means, support and emotional integration with goals and values of the organization for the sake of the organization itself and far away from its instrumental values (an instrument for attaining the goals), (Ranjbaran, 1996). Williamson and Anderson believe organizational commitment is composed expansion of individuals participation in the organization, sense of dependence to the organization, job and sense of identification, that existence of such senses in the individual result in enhancement of group dependence and citizenship behavior (Dostar, 2006). In shouldens view, organizational commitment is a prospect or a movement toward the organization that relates identity of the individual to the organization. Hall et al (1970) see organizational commitment as a process that in it, goals of the individual and the organization have been integrated and mode consistent, (Ashrafi, 1995). Morhed and Greefin (1995) recognize organizational commitment as sense of identity and dependence of the individual to the organization. From their point of view commitment and loyaltyeffects important behaviors such as transfer and absence and can have different positive consequences. Astron (1998), Brown, Greenbery and Summers (1995) recognize organizational commitment as personnel tendency to organization, determining identity with it and extent of his/her challenge in the organization such as work relations job promotion, pension, and organizational goals and values (Zali, 1995).

The period that we are living in is the period of intricacy and change; organizations in such a period are like acrobats that are walking on a thin and slippery rope. But it is essential to know that survival of today's organization is more concerning than walking on that rope. Maybe it is because of this that every day we encounter (face) new methods in the field of management, maybe we be released of this danger. One of the necessities of human factor that is the focus of experts in behavioral sciences and human resources management and has expanded with the great volume of industrial and organizational psychology in the west is organizational commitment that has significant effect on the output of the organization. Organizational commitment has negative effect on transfer and absence meaning that the higher the organizational commitment, the lower the transfer and absence, it is with the measurement of organizational commitment and extent of its effect on vocational behaviors of personnel such as absence, transfer and job vacancy that we can attain suitable information about their duties including programming (scheduling), keeping, optimization and evaluation of human resources. On the one hand having human resources loyal

to organizational goals and values and tendency to be a member of organization that be ready to do his best, can be an important factor in organizational effectiveness (Araghi, 1998).

Research methodology

With regard to recent research's nature that studies variables relations, method of research is correlational. Research population was all of the personnel of road urbanization office in 2013 that are 300 people. Sample was 170 persons that 30 of them were female and 140 were male; way of sampling was random sampling. Instrument used in this research is questionnaire. For measuring organizational commitment we used special questionnaire of Allen and Mayer with 24 questions and five point Likert's scale (completely agree, agree, no opinion, disagree, completely disagree). Second instrument used in this research is emotional intelligence. This questionnaire includes 30 questions that items in this measure also are five point Likert's scale (totally agree, agree no opinion, disagree, and completely disagree). For analyzing the collection coefficient is used T-test. In this research for finding reliability we used validity. Our purpose is identifying validity of the indexes via (through) referring to referees or consensus of experts of an affair on relation with an index, or measure. In this research for this reason we used two kind of questionnaire (emotional intelligence and organizational commitment) as measures for evaluating and collecting information, the designed questionnaire will be reviewed and evaluated by professors and intellectuals that after suggestions and eliminating defects finally are confirmed and used. For calculating and evaluating validity of research values from among different method, cronbach's α method have been used. This test at first was done with a few of respondents (30 persons) to pre- test and after that remaining people will answer the questionnaires.

Result and finding

Table 1,2 represent descriptive information of the research sample such as: gender, marital status, work experience, type of contract, organizational Position and field of study and their frequency and percentage.

Table1: demographic characteristics of under the study sample.

percentage	frequency	degree	Percentage	frequency	age	percentage	frequency	Marital status	percentage	frequency	gender
14.7	25	diploma	5.9	10	Less than 25	30	51	Single	17.6	30	Female
18.8	32	technical	42.9	73	25-35						
49.4	84	B.A	24.1	41	35-45			Married	82.4	140	Male
17.1	29	M.A	27.1	46	45-55	70	119				
100	170		100	170		100	170		100	170	Total

Table2: demographic characteristics of under the study sample.

percentage	frequency	Job experience	percentage	frequency	Type of contract	percentage	frequency	Organizational position
8.8	15	Less than 5 years	42.9	73	permanent	0.6	1	Manager
16.5	28	5 to 10 years				0.6	1	Deputy
27.1	46	10 -15 years	57.1	97	contractual	44.1	75	Expert
21.8	37	15-20 years				54.7	93	Employed
29.5	44	More than 20 years						
100	170		100	170		100	170	Total

Table3: Pearson correlation coefficient for values of emotional intelligence and organizational commitment.

Test statistics	Meaningful level	Standard deviation	mean	number	variable
694	0.002	0.92	1.78	170	Self- perception organizational commitment
225	0.000	0.66	1.62	170	Self- management organizational commitment
613	0.000	0.70	1.59	170	Social perception organizational commitment
587	0.004	0.60	1.74	170	Relation management organizational commitment

First hypothesis of the research showed that between self- perception and organizational commitment exists a meaningful relation. Attention to table 3 shows that correlation coefficient calculated for variables self- perception and organizational commitment is 0.002 and this correlation at the level of 0.05 is meaningful. So first hypothesis is confirmed and with 95 % certainty can conclude that between self- perception and organizational commitment a relationship exists. Second hypothesis stated that between self- management and organizational commitment a meaningful relationship exists. Attention to table 3 shows that calculated correlation coefficient for self- perception variable and organizational commitment is 0.000 and this correlation is meaningful at the level of 0.05. So second hypothesis is confirmed and with 95% certainly can conclude that between self- management and organizational commitment exists a relationship. Third hypothesis states that between social- perception and organizational commitment a meaningful relationship exists. Looking at table 3 shows that calculated correlation coefficient for self- perception variable and organizational commitment is 0.000 and this correlation at the level of 0.05 is meaningful. So

third hypothesis is confirmed and with 95% certainty can conclude that between social- perception and organizational commitment a relationship exists. Fourth hypothesis stated that between relations management and organizational commitment a meaningful relationship exists. Looking at table 3 showed that calculated correlation coefficient for self- perception variable and organizational commitment is 0.004 and this correlation is meaningful at the level of 0.05. So fourth hypothesis is confirmed. With 95 % certainty can conclude that between relations management and organizational commitment a relationship exists.

Table 4. T-test table (mean of one community) for reviewing dimensions of emotional intelligence

Certainty		Amount of cut point=3				Dimensions of emotional intelligence	Row
distance of 95% High level	Low level	difference	meaningfulness	Degree of freedom	Test statistics		
1.0998	0.8540	1.97692	0.000	169	25.763	Self- perception	1
0.7074	0.5014	1.60440	0.000	169	24.641	Self- management	2
1.0080	0.7613	1.88462	0.000	169	27.222	Social- perception	3
0.9140	0.6485	2.78125	0.000	169	23.667	Relations management	4
0.9191	0.7045	2.62941	0.000	169	21.002	Emotional intelligence	5
2.6532	1.5468	1.9786	0.000	169	24.654	Organizational commitment	6

Table 5.Amountfinal destination model

Result	T	Standardized amount	Relations	Hypothesis
			direction	
confirmed	6.95	0.60	Direct *	Main hypothesis
confirmed	7.21	0.67	*	Underlying hypothesis 1
confirmed	2.82	0.25	*	Underlying hypothesis 2
confirmed	4.18	0.46	*	Underlying hypothesis 3
confirmed	14.45	0.58	*	Underlying hypothesis 4

As the results of the above table show the entire hypothesis are firmed.

Table 6.Friedman’s test for rating research hypothesis

sample volume	amount of test statistics	degree of freedom	P-value	Test result
170	124.342	8	0/000	rejection of null hypothesis

As can be seen at the 5% meaningful level supposition of the same rating for all hypothesizes are rejected. So, these 4 dimensions don’t have the same importance. Inthe following table rate (rank) of the dimensions have been written:

Table7.Results of Friedman’s test

mean of ranks	variables title	Row
1.78	self - perception	1
1.62	self - management	2
1.59	social - perception	3
1.74	relations management	4

Prioritization of the variables from respondent’s point of view due to Friedman’s test is as follows:

- Self - perception

- Relations management
- Self - management
- Social - perception

As can presume from the results of table 7 among personnel of Zanjan road and urbanization office personnel, self - perception dimension had the highest priority and social - perception dimension has the lowest priority.

Discussion

Main goal of this research is reviewing the relationship between emotional intelligence and organizational commitment of Zanjan provinces road and urbanization office personnel.

In this research independent variable is organizational commitment that with the use of 24 questions organizational commitment questionnaire have been evaluated. Also, emotional intelligence variable that is 30 question questionnaires has been evaluated questionnaires delivered in a sample with a volume of 170 personnel of Zanjan provinces road and urbanization office and collected data analyzed by SPSS software (V.19). according to the findings (results) of the research the relationship between their emotional intelligence and organizational commitment had been studied . by testing the research hypothesis , as stated at chapter 4 , existence of the positive relationship between emotional intelligence of the personnel and their organizational commitment is confirmed . test of the first hypothesis showed that between self - perception and organizational commitment a meaningful relationship exists . Results of the analysis confirmed the positive and meaningful relationship between these two variables. This means that with more knowledge of personnel from self - perception can expect important of personnel organizational commitment.

With regard to wide spread research of the researcher in this field the same results were not attained and this aspect show the research innovation. Buton the other hand with regard to definitions that are presented in the literature are mentioned as follows: self - perception is the ability to understand emotions and strengths and weaknesses of one self (Goleman , 2001) . with paying attention to the definition of the organizational commitment that is having strong belief in goals and values of the organization, is agree to work as representative for the organization and tendency to continue membership in the organization that this sense of commitment among personnel not only can maintain their job cycle, but result in a certain working environment for the personnel, we can expect that the result in under the study society was not far away. with knowing

that population of the sample is the personnel of the road and urbanization office of Zanjan province and since that in all governmental organizations one of the general goals is representing (supplying) better services and increasing customers satisfaction and on the other hand personnel of the organization are as main component of the organization it's very important that organizations personnel have more knowledge of self-perception and finally be more committed to organization and willing to stay longer . so the organization have better performance. Testing second hypothesis showed that between self - management and organizational commitment a meaningful relationship exists. Due to results of the analysis in the last chapter positive and direct relationship between self - management and organizational commitment is confirmed. In the other way increase of self -management results in increase of personnel organizational commitment. due to the presented definitions of self-management that mean ability to control emotions , tensions and internal abilities of oneself (Goleman , 2001) and also presented definitions of organizational commitment can infer that whatever self - management in an organization be more to that extent the organizational commitment increases and visa - versa .

Test of third hypothesis showed that between social - perception and organizational commitment a meaningful relationship exists. Due to results of analysis in the last chapter a positive and direct relationship between social - perception and organizational commitment is confirmed in another way increase of social -perception results in increase of organizational commitment of the personnel. According to widespread research in this field same results are not found but according to definitions of social - perception (golman 2001) and organizational commitment that has been mentioned in literature we can infer that if managers and personnel in the organization can increase their social - perception they can cause increase of organizational commitment. Test of fourth hypothesis showed that there is a meaningful relationship between relations management and organizational commitment. According to the results of analysis a direct and positive relationship between relations management and organizational commitment of personnel is confirmed. The other way, increase in relation management with others causes increase of organizational commitment. According to definitions of relations management (golman , 2001) and organizational commitment that is mentioned in the literature can infer that if managers and personnel can increase the ability to make good reaction in others , they can cause increase of organizational commitment .

Emotional intelligence is a new achievement in psychology that newly have entered management field and includes understanding and identifying the emotions of the people and using this understanding for decision making. Relevance of most of emotional intelligences relations and organizational commitment have made researchers to with careful review of this ability in managers and personnel find its relation with different dimensions of the job and finally improvement of the working ability .

It's a long time that employers had found that abilities related with emotional intelligence in work are important. So in this paper we tried to view emotional intelligence position in job success and organizational commitment. One of the other strengths of this research is that emotional intelligence has a relationship with our internal emotions. In fact, application of emotional intelligence causes that we can balance our emotions. Put negative emotions under the control of positive emotions. Understanding emotions causes self - perception and ability to identify is an important basis for emotional intelligence. Making use of emotional intelligence is based on an important point and that is, with understanding emotions, feelings and understanding your own emotions we can maintain a positive relationship. Emotional intelligence is one of the known abilities of human that we can with reliance on it get a better understanding of our own activities. This ability can help human to understand his needs better and use them in his / her professional activities.

Conclusion

Main purpose of this research was review of the relationship between emotional intelligence and organizational commitment of Zanjan provinces road and urbanization office personnel - in this research independent variable is organizational commitment that by the use of a 24 question, questionnaires of organizational commitment have been evaluated. Also, emotional intelligence variable that is 30 questions, questionnaires have been tested. Questionnaires were delivered in a sample with the volume of 170 personal of Zanjan provinces road and urbanization office and collected data are analyzed by SPSS software. According to research results the relationship between their emotional intelligence and organizational commitment had been studied. With regard to test of hypothesis existence of a positive and meaningful relationship between emotional intelligence and organizational commitment is confirmed.

With regard to novelty of the topic (issue) dimensions of emotional intelligence and their relationship with organizational commitment and also lack of research in this field (especially in Iran) it seems that more research in this field is needed so researcher knows himself responsible to introduce issue that seems useful and for expansion of more understanding suggests two variables of emotional intelligence and organizational commitment. Using other models of emotional intelligence and related questionnaires for future research that have been mentioned in the literature. It was reviewed this model and its questionnaires in other organizations and its comparison with results of this research. Holding classes of emotional intelligence owners of industries and organizations due to importance and role of emotional intelligence on performance improvement, job satisfaction and organizational commitment people should have effective programs for increasing emotional intelligence of their personnel. For increasing organizational commitment of personnel, personnel of organizations which have low organizational commitment, different classes are held to improve emotional intelligence.

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