

# **Assessment of the Relationship between Emotional Intelligence and Organizational Commitment of Employees: A Case Study of Tax Affairs Offices, Iran**

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## **ABSTRACT**

Emotional intelligence is a new achievement in the field of psychology which recently attracted the attention of experts in various disciplines including management. This study is a descriptive, inferential research, which aimed at assessing the relationship between emotional intelligence and organizational commitment of employees in the tax affairs offices in Ardebil province. The statistical population of the study is the 19 tax offices of Ardabil. Given the limited population size, the total population was considered as the study population. Using random sampling, 320 questionnaires were distributed, and collected. For data collection, a questionnaire including the questions on emotional intelligence, based on Daniel Gilman network capabilities and organizational commitment questions based on Allen and Myer in the form of five-choice Likert scale was used. To analyze the data, Pearson Correlation Analysis was used through using SPSS18 software. Results showed a significant relationship between emotional intelligence with its dimensions and organizational commitment. But the intensity of relationship between different dimensions of emotional intelligence and organizational commitment was different.

**Key words:** emotional intelligence, emotional intelligence dimensions, commitment, organizational commitment

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## **1. INTRODUCTION**

Efficient human resource is a major advantage indicator of an organization compared to others since human resource is the major source of every organization. Professional, and loyal staff, who are consistent with organizational values and goals, with strong motivation, and commitment to maintain and continue being an organizational membership are basic and essential needs of any organization [1]. In the present study it has been tried to assess the relationship between emotional intelligence and organizational commitment in the tax offices of Ardabil province. Nowadays, beside differences in scientific intelligence Psychologists consider significant differences that people have in terms of emotional intelligence as a major difference between the various characters [2]. In general, it can be said that the major aim of the evaluation of the relationship between emotional intelligence and organizational commitment is that the organizations with high level commitment employees, usually have high performance, and less absences, lateness, and movements. Employees with high emotional intelligence have better skills in key fields of personal competence, and social skills. Since the tax offices, with important governmental occupations, are in need of having such employees (with high emotional intelligence and commitment), and accordingly the findings evaluations which show that commitment in these offices is unsatisfactory, there is a necessity for this study in the related organization. In this study, emotional intelligence (self awareness, self management, social awareness, relationship management) are independent variables and organizational commitment is dependent variable [3].

The term "emotional intelligence" was first introduced by Mayer and Salovei in several articles. Daniel Gilman is the first one who applied the term in the organizational terminology [4]. Since then, different definitions have been suggested by scholars for the term emotional intelligence. Singer defined it as the intelligence to apply emotion and feeling in order to guide behavior, communicate effectively with colleagues, supervisors and using time to improve the quality of the results of work [5].

Goleman offered his model of emotional intelligence in five dimensions, including 25 components in 1998. But Goldman's recent model which is the theoretical framework of this study, and is the results of his and his colleagues' statistical analysis which is composed of four dimensions: self-awareness, self management, social awareness, and relationship management and its 20 related components [3].

Commitment is to undertake the contract and necessitate oneself to do the requirements [6]. Kantar considers "commitment" as the tendency of social actors to give the energy and loyalty to social systems [7]. Like other terms of organizational behavior, organizational commitment has several definitions, including the followings:

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Organizational commitment is related to the degree of personal interest to the organization or emotional attachment to a part of the organization [6]. Efficient commitment is regarded as a kind of attachment and commitment to work together in the organization which appears as the acceptance of organizational values and desire to remain in the organization [8].

In past years, a lot of studies in the field of emotional intelligence and organizational commitment, a relatively new concept in the literature of industrial and organizational psychology, have been conducted in and out of the country. In 2003 a study titled "Evaluation of the relationship between emotional intelligence and leadership style" was done by Gominian. He chose 41 Australian public sector executives and used 3 measurement components of personality, cognitive ability of management and leadership effectiveness. The results suggested that managers with high emotional intelligence are more likely to achieve the expected results of their business and be considered as an effective leader by subordinates and the board of directors [9]. In 2009, a study titled "The relationship between emotional intelligence and transformative leadership among managers in different sectors of the provincial gas companies" was done in Bonab Islamic Azad University by Falsafi. The results indicated significant relationship between emotional intelligence and transformative leadership among managers in different departments of the provincial gas companies [10]. Another research was conducted with the title of "The relationship between organizational environment and organizational commitment of employees and directors of educational hospitals of Hamedan University of Medical Sciences in 2008 by Kermani, B. The results indicated a significant positive relationship between organizational environment and employee's managers' commitment [11]. In 2006 a study titled "the relation between emotional intelligence, organizational commitment and job satisfaction" was performed by Yusof on 153 employees. He revealed that there is a meaningful relation between emotional intelligence and organizational commitment [12]. Guleryuz, et al., (2008) through a study titled "Mediating effect of job satisfaction between emotional intelligence and organizational commitment of nurses" showed that there is a meaningful relation between emotional intelligence and organizational commitment among 277 nurses in focus [13]. In a research titled "emotional intelligence and the relationship between job satisfaction and organizational commitment of employee in public paradtatls in Oyo state", Adeyemo (2008) revealed a significant effect of emotional intelligence on organizational commitment and predicted that emotional intelligence is likely to increase organizational commitment[14]. Taking into account the conducted studies in this field, the results indicated that there is a significant relationship between the components of emotional intelligence and organizational commitment. Given the importance of emotional intelligence and its role in behavior and practice, the need for more research can be felt to confirm or refute previous findings.

Hence, this study has been conducted with the aim of investigating the relationship between components of emotional intelligence and organizational commitment of employees in tax administration of Ardabil province.

### **1.2. Research hypotheses**

According to the objectives of the study, and the type of variables, the following hypotheses can be considered:

- 1) There is a significant relationship between emotional intelligence and organizational commitment of employees in the tax affairs offices of Ardebil province.
- 2) There is a significant relationship between self-awareness and organizational commitment among the employees in the tax affairs offices of Ardebil province.
- 3) There is a significant relationship between the self management dimension and organizational commitment of employees in the tax affairs office in Ardebil province.
- 4) There is a significant relationship between social awareness and organizational commitment of employees in the tax affairs offices of Ardebil province.
- 5) There is a significant relationship between relationship management and organizational commitment of employees in the tax affairs offices of Ardebil province.

## **2. MATERIALS AND METHODS**

The present study is a kind of descriptive-analytic one and regarding its goals it is an applied work. The study population is 19 tax offices of Ardabil. Given the limited population, the total population was considered as study population, 320 questionnaires were distributed among all individuals of the units. Two types of questionnaires were used to measure variables and collect data. The first part consisted of questions based on emotional intelligence in Goldman's network of capabilities in the form of five-choice Likert scale.

This section of the questionnaire includes 67 questions which are considered for each component in Table 1.

**Table 1: Daniel Goldman's Dimensions of Emotional Intelligence, and the number of questions relating to to each component in the questionnaire**

Total questions	components	Dimensions of Emotional Intelligence
11 questions	Emotional self awareness including 4 questions, proper self assessment including 3 questions, self confidence including 4 questions,	Self-awareness
19 questions	Self control including 4 questions, Reliability including 2 questions, being dutiful including 4 questions, innovation including 4 questions, optimization including 3 questions, flexibility including 3 questions,	Self-management
10 questions	Empathy including 3 questions, being service oriented including 3 questions, organizational awareness including 4 questions	Social awareness
27 questions	Helping others grow including 3 questions, leadership including 3 questions, influence including 3 questions, commitment including 3 questions, being affected by changes including 3 questions, communications including 3 questions, conflict management including 4 questions, collaboration and teamwork including 4 questions	Relationship management
67 questions	Total questions of emotional intelligence	

The second part is the questions of organizational commitment according to Allen and Mayer, including 21 five-choice Likert scale questions.

**Table 2: Dimensions of organizational commitment in Allen Mayer and the related questions of each dimension in the questionnaire**

Number of questions	Dimensions	Questions of organizational commitment
7	Emotional commitment	
7	Continuous commitment	
7	Normative commitment	
21	Total questions of organizational commitment	

In this study, for determining the validity of data collection tool, formal or symbolic validity was used. Cronbachs alpha test was used to test the reliability. This method was based on a pilot study on 40 employees of studied population using SPSS statistical software and the reliability of emotional intelligence and organizational commitment, were 0.948 and 0.844 respectively. The statistics showed that, first, questions in the questionnaire were highly correlated with each other and, secondly, the survey questionnaire had very high reliability.

**Table 3: Reliability Test of emotional intelligence and organizational commitment questions**  
**Reliability Statistics**

	Cronbachs Alpha	N of Items
Emotional intelligence	0.948	67
Organizational commitment	0.897	21

In order to analyze the collected data, descriptive and inferential statistical methods were used in a way that to describe the given responses to the questionnaire questions, frequency distribution tables and the percentage responses to each question were used. And to test hypotheses in the inferential level Pearson Correlation test was used.

### 3. RESULTS OF THE STUDY

The results of both descriptive and inferential data analysis are as follow:

**Table 4: Descriptive results of the independent and dependent variables**

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Emotional intelligence	19	2.98	3.61	3.2896	0.173	0.030
self-awareness	19	3.07	3.95	3.5675	0.234	0.055
self-management	19	2.90	3.55	3.2056	0.143	0.020
social awareness	19	2.62	3.41	3.0637	0.238	0.057
management of relationships	19	2.91	3.90	3.3214	0.206	0.043
organizational commitment	19	2.36	3.61	3.1984	0.258	0.066

According to Table 4, the mean scores of emotional intelligence and its dimensions are symmetric, with no deviation from normal.

**Table 5: Results of Pearson Correlation between emotional intelligence and organizational commitment**  
**Correlations**

		emotional intelligence	self-awareness	self-management	social awareness	management of relationships
Organizational commitment	Pearson Correlation	0.631	0.461	0.512	0.573	0.573
	Sig. (2 tailed)	0.012	0.047	0.025	0.010	0.012
	N	19	19	19	19	19

- To investigate the relationship between emotional intelligence and organizational commitment, Pearson Correlation Coefficient was used. As Table 5 shows, the correlation between emotional intelligence and organizational commitment equals to 0.631. This correlation is statistically significant at the 99 percent level since  $\text{Sig} = 0.004 < 1\%$ . This means that  $H_0$  hypothesis of no relationship between emotional intelligence and organizational commitment is rejected, and the hypothesis of  $H_1$  is confirmed, i.e. as the emotional intelligence increases, organizational commitment increases (improves) accordingly.

- The correlation of self-awareness with organizational commitment equal to about 0.461. This correlation is statistically significant at the level of 95% since  $\text{Sig} = 0.047 < 5\%$ . This means that  $H_0$  hypothesis of no relationship between self-awareness and organizational commitment is rejected, and the hypothesis of  $H_1$  is confirmed, i.e. as the self-awareness increases, organizational commitment increases (improves) accordingly.

- The correlation coefficient of self-management with organizational commitment equals to 0.512. Therefore, with 95 percent of certainty, it can be claimed that there is a relationship between the employees' self management and their organizational commitment in tax affairs offices of Ardebil province since  $\text{Sig} = 0.025 < 5\%$ . This means that  $H_0$  hypothesis of no relationship between self-management and organizational commitment is rejected, and the hypothesis of  $H_1$  is confirmed, i.e. as the self-management increases, organizational commitment increases (improves) accordingly.

- The results showed that the correlation of social awareness with organizational commitment equals to 0.573. This correlation is statistically significant at the level of 95%, since  $\text{Sig} = 0.010 < 5\%$ . This means that  $H_0$  hypothesis of no relationship between social awareness and organizational commitment is rejected, and the hypothesis of  $H_1$  is confirmed, i.e. as the social awareness increases, organizational commitment increases (improves) accordingly.

- The correlation coefficient between employees' relationship management with organizational commitment equals to 0.564. Therefore, with 95 percent of certainty, it can be claimed that there is a relationship between the employees' relationship management and their organizational commitment in tax affairs offices of Ardebil province since  $\text{Sig} = 0.012 < 5\%$ . This means that  $H_0$  hypothesis of no relationship between relationship management and organizational commitment is rejected, and the hypothesis of  $H_1$  is confirmed, i.e. as the relationship management increases, organizational commitment increases (improves) accordingly.

#### 4. Conclusion

In this section considering the research question, the issue is reviewed to discuss, interpret and explain the findings. Since the results indicated that there is a significant relationship between emotional intelligence and organizational commitment and that the employees with high emotional intelligence will have more commitment to the organization, in order to have employees with high organizational commitment, it is necessary to improve their emotional intelligence. Accordingly, to promote and enhance the emotional intelligence of employees in tax offices of Ardebil province regarding the questionnaire results and findings, the following strategies are recommended: To enhance their self awareness, self-management, social awareness, relationship management, the variables of emotional intelligence are proposed. Also, in order to improve organizational commitment it is recommended to strengthen the emotional commitment, continuous commitment, normative commitment from the dimensions of organizational commitment.

The results of the current research are consistent with the results of Gominian (2003), and Falsafi (2009), Kermani (2008), Yusof (2006), Guleryuz (2008) and Adeyemo (2008). Those who reach the highest professional qualifications, are not those who only have enough skills and expertise, but those having interpersonal and social skills and who have self-confidence.

According to previous findings by other researchers in other countries, job success and promotion are for those who have the highest emotional intelligence. Employees benefit from emotional intelligence and its development can be sustained and further contribute to the success of the organization and lead to greater commitment to them. In line with these results, the current research has confirmed the positive effect of emotional intelligence on the organizational commitment of the employees of tax affairs offices.

Regarding the fact that the study considered staffs of the tax affairs offices in Ardabil Province, further research in the tax affairs offices of several provinces is suggested to compare the different studies in this area and trust in applying the results. Considering the variables of this study which were based on Goldman's theory of emotional intelligence and the variable of organizational commitment which was based on Allen and Mayer's theory, further researches are recommended to base variables on the theories of others.

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