

## Emotional Intelligence and its Relation with Organizational Commitment (Case Study of Kermanshah City Prisons)

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### ABSTRACT

This study aims at investigating emotional intelligence and its relation with staff organizational commitment was performed in prisons of Kermanshah City. The descriptive research method is in correlation type. The research statistical population includes all 600 staff of Kermanshah City prisons in 2014. The sample volume was 240 persons using Cochran formula and simple random sampling method. It was also used modified Bar-Ann emotional intelligence questionnaire and Allen & Meyer organizational commitment inventory to collect data. To analyse data, it was used Pearson correlation test and regression analyses. The results indicated that there is a significant relationship between emotional intelligence and organizational commitment. The regression analyses results also represented that each 3 component of emotional intelligence (adaptability, interpersonal skill and managing stress) considerably could anticipate organizational management.

**KEY WORDS:** Emotional Intelligence, Organizational Commitment, Managing Stress, Adaptability, Interpersonal skill.

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### INTRODUCTION

Our world is an organizational one in which the human beings are the main drivers who refresh the organizations and make the goals achieved. Without human, the organization is meaningless and the management will be ambiguous. It may seem that machines and robots make the role of human less important, but, it isn't true and the human tasks and activities will simply change. As Peter Draker suggested the hand work tasks will be replaced by knowledge and scientific tasks. However, the human rule will certainly remain constant as organizational administrators and authorities. It can be stated that the staff tasks may be related to the other factors and affected by structural, cultural and/or personal features. So, identifying these factors and improving them can promote job performance. One of these effective factors of job performance is emotional intelligence.

Intelligence as one of the main features which causes personal differences among humans was remarkably considered from the early written human history [1]. Emotional intelligence includes awareness, arrangement and accurate statement of emotions. So, the ability to recognize, express and control these emotions is one of the major dimensions of it and the human ability to do each one causes disorders for him/her. In this feature, Meyer and Salovei [2] have stated that having emotional intelligence can provide opportunities to improve most human behavioral performances including job performances. Extramer & fernandez [3] consider emotional intelligence as the main predictor of improving human performance in various life aspects. As a series of non-cognitive capabilities, it affects human knowledge, skills and ability to successful deal in various environmental circumstances [4]. It is also a series of capabilities such as self-awareness, empathy, self-regulation, self-motivation and social skills which affects human behavioral functions [5].

In the present research, organizational commitment is the individual's psychological attachment and the degree to which an employee experiences a 'sense of oneness' with their organization. So, as some scholars [6], it includes 3 parts as follow: 1) affective commitment (i.e. job challenge, role and goals clarity, goal difficulty, management adoption, colleagues integration, organizational adherence, justice, self-importance, feedback, cooperation); 2) Continuance commitment (e.g. skills, education, changing living location, personal investment, understanding the ability to achieve job alternatives) and 3) Normative or task commitment (e.g. organizational commitment norm).

Nowadays, there are two aspects of organizational commitment: 1) attitude approach which considers commitment as an emotional or attitudinal one and it is believed that the continuancy of people tasks is to follow organization goals which provide them identity through organization and 2) behavioral approach which perceives it fully different and considers it more behavioral rather attitude. Accordingly, people tend to the organization is due to seek advantages such as benefits and job promotion not desirable feelings and emotions toward it [7].

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One of the main personality factors which can help prison staffs to do their tasks is emotional intelligence. It is an explained intelligence which includes thorough understanding of one's emotions and detailed interpretation of others emotional feelings. It assesses one's emotional aspects which means that how much one's is aware of his/her feelings and emotions and how he/she can control and conduct them. The considerable point is that the capabilities of emotional intelligence aren't intrinsic and can be acquisitioned [5].

Emotional intelligence is one of the newest concepts which establishes in management field. In the recent researches, it is tried to investigate its importance and effects on oraganizational effectiveness (Barling et al, 2000)[8]. It indicates both appropriate and inappropriate reactions regarding particular circumstances in social relationships and emotional-mental interactions. It means that the people can be hopeful in different circumstances, have sympathy toward them, listen to the others feelings, ignore small benfits to get the greater ones, keep cool to prevent them thinking and logic, be strong against problems and be motivated at all times. At the other hand, it is a series of competencies and capabilities which make us to be able to control ourselves and be aware of the others as well. Simply, emotional intelligence is the intelligent use of emotions and professionally, it means that we don't ignore our feelings and values and percieve their effects on our behaviours. So, researchers try to investigate the relationship between emotional feeling and staff organizational commitment in prisons and provide strategies based on findgings.

Researches have indicated that emotional intelligence is widely associated with physical and psychological health. Fox &Espector [9] have concluded that three factors of emotional intelligence which includes sympathy, arrangement and self-expressing along with emotional charactristics (positive and negative emotions) and emotional intelligence have relationship with job success. Besides, people who have high emotional intelligence can adapt with life challanges and problems more better and effectively control over their feelings and causes to improve and increase mental health [10]. Rogress [11]results indicates that staff emotinal intelligence in working enviornment will provide positive effects on general functions. He believes that considering staff needs provides commitment toward organization. Research results [12] also indicates that negative emotions resulted in many absences, low working quality and consequently low efficiency.

Nowadays, due to the remarkable importance of emotional intelligence in people and organizations, psychologists and sociologists have interested in investigating consequences of this variable and studied several indices of its effect [13].

It also seems that recognizing organizational commitment and determining its relationship with emotional intelligence in Kermanshah PrisionAffairs Organization has high importance as if the dominant organizational commitment of it has been recognized precisely, the authorities and programmers could pay attention to these points, identify effective factors of organizational commitment, improve positive elements, minimize negative factors , increase staff dependency and develop their behaviour and organizational function [14]. So, it is involved as other necessities of this research.

The research results indicates that there are less attention paid to organizational justice, organizational commitment, working life quality, staff function and other dimensions related to them [15].

The Emotional Quotient (EQ) can be used to those capabilities which indicates emotional intelligence. The first test in this case was made by Bar-Ann. He focused on non-cognitive capabilities and made a self-measured scale test which was so-called Emotional Intelligence Questionnaire (EQi). His perspective was determined by focusing on emotion and social and behavioral function ( emotion and the behaviour of social intelligence).

## RESEARCH METHODOLOGY

This research is applicable and based on data gathering method, descriptive of correlation type. The statistical population includes all staff of Kermanshah City prisons in 2014 which equals to 600 persons. Due to the essence of research topic and studied population, it was used Cochran Formula to estimate sample volume and simple random sampling to select sample as well.

To pevent subject decrease, the numbers of samples were increased and reached up to 240 persons.

The used tools to gather data includes 2 inventories as (1) Bar-Ann emotional intelligence inventory considering 3 selected factors in which it was applied changes and Cronbach Alpha is equal to 0.93 . (2) Allen & Meyer organizational commitment inventory (1990) using Cronbach Alpha is 0.85.

### Findings and Result Interpretation

Due to data normality in statistical population, it was used Pearson correlation coefficient to estimate it between variables which summarizes as follow:

**Table 1.** correlation coefficient matrix to investigate the relationship between emotional intelligence and organizational commitment factors.

Factor	Interpersonal	compatibility	Stress control	emotional intelligence	organizational commitment
<b>Interpersonal</b>	1				
<b>Compatibility</b>	*0.308	1			
<b>Stress control</b>	**0.623	**0.476	1		
<b>emotional intelligence</b>	**0.612	**0.547	**0.601	1	
<b>organizational commitment</b>	**0.523	**0.611	**0.543	**0.521	1

\*P <0/05      \*\*P <0/001

Table 1 indicates that there is a positive and significant relationship between emotional intelligence and organizational commitment and Pearson correlation coefficient is as (r = 0.521). So, higher staff emotional intelligence will cause higher organizational commitment and vice versa. The results also indicates that there is a positive and significant relationship between emotional intelligence and organizational commitment factors (P<0.001).

**Table 2.** Variance analyses related to the regression of emotional intelligence with organizational commitment factors

Variance source	Total root	df	Average root	F	Sig	R	R2	SE
Regression	291.215	3	97.071	39.5	0.001	0.661	0.233	<b>1.278</b>
Remainder	4268.245	237	18.009					
Total	2559.457	240						

Based on above table, the percieved F is significant in 0.01 level and organizatinal commitment 0.23 is determined by emotional intelligence factors. To determine the share of each emotional intelligence factor (interpersonal, compatibility and stress control skills), it was used regression analyses in anticipating staff organizational commitment of Kermanshah City prisons, simultaneosly. The coefficients related to predicted equation was presented in Table 3.

Tabel 3. The coefficients of organizational commitment predicted equation through emotional intelligence factors

Predicted variables	Non-standard coefficients		Standard coefficients	T	Significance level
	SE	B	Beta		
Constant scale	1.278	24.168		16.814	<b>0.001</b>
Compatibility	0.58	0.28	0.335	4.231	<b>0.001</b>
Interpersonal skill	0.42	0.24	0.286	3.318	<b>0.001</b>
Stress control	0.31	0.18	0.224	3.121	<b>0.001</b>

As it can be seen in Table 3, the percieved F is significant and the results indicates that 0.23 of organizational commitment variance is presented by compatibility factor, interpersonal skills and stress control. The coefficient of factors effects considering t index indicates that compatibility, interpersonal skill and stress control factors with 0.99 confidence can predict organizational commitment; these coefficients are positive and means that for each added unit to compatibility, interpersonal skills and stress control factors, 0.28, 0.24 and 0.18 were added to organizational commitment, respectively.

### DISCUSSIONN AND CONCLUSION

If staff members were learnt necessary emotional skills to do their tasks and have access to data related to their job and provided opportunities such as using effective communication, independency and self-control and in fact the organization had tried to develop human capabilities, there would be more probable that the staff member validated their organization as an entity which tends to do something for them and feel commitment againt it. The given result of testing this hypotheses [16, 17] was in accordance with research results. Emotional intelligence is a series of capabilities which helps to create friendly and moderate relationships with the others in working or private life. It is also a capability which deeply affects, facilitate and prevent our other capabilities. Those with high emotional intelligence have high compatibility with others, self-confidence and self-awareness. In this article, emotional intelligence is considered as an important predictor to organizational commitment. If staff members play their role and do their responsibilities in organization more precisely, they will motivate to

do better their tasks and consequently it causes better function. So, managers can create this sense that the organization pays more attention to their welfare, uses appropriate punishments and reward system and considers staff relations in working environment. The research results indicated that emotional intelligence is the predictor of organizational commitment as those who have self-awareness, have more tendency to select a job which is in accordance with their needs, values and interests. It enables them to prevent the others emotions and anger become a constraints of their success and life. The gradual learning of skills to have accurate control and reaction to emotions and feelings will increase efficiency, improve working environment and decrease interpersonal problems. Given that emotional intelligence is among effective factors of staff organizational commitment esp. in stressful organizations such as prisons, managers and authorities can promote staff emotional intelligence considering its acquisitive nature.

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