



## THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES OF GOVERNMENTAL ORGANIZATIONS AFFILIATED SUBGROUPS TEHRAN MUNICIPALITY

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### Abstract:

The purpose of this study was to investigate the relationship between emotional intelligence and organizational commitment among Tehran City municipality staff. The research method is descriptive correlation. The statistical population of the study consisted of all the staff of the districts in Tehran (N = 420). The statistical sample was 201 randomly selected according to the Krejsi-Morgan table among the employees of Tehran's 15-9 district. The research instrument included two questionnaires, emotional intelligence and organizational commitment which had an appropriate validity and reliability. Kolmogorov-Smirnov test and Pearson correlation coefficient were used to analyze the data. Data analysis showed that there was a positive and significant relationship between emotional intelligence and organizational commitment ( $P < 0.05$ ). In explaining the results of this study, it can be concluded that employees with high emotional intelligence, cooperation, creativity and communication between They show a better person, they are able to understand, express and manage their emotions, which affects their attitude towards their work, colleagues, managers, executives, and their commitment to the organization. It is suggested that municipalities take courses To train emotional intelligence for the staff of this collection.

**Keywords:** emotional intelligence, organizational commitment, self-awareness, self-control, self-motivation, empathy, social skills

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## 1. Introduction

The subject of emotional intelligence was considered first by Peter Salovey from Yale University and John Mayer from New Hampshire University (1990). These two scholars believed that in order to success in education, the individual needs IQ but in order to personal and job success he needs emotional intelligence (Akbarzad, 2004). However, the history of study in the field of non-cognitive intelligence and social intelligence goes back to 1940. Gaurdner, 1993 states a kind of multidimensional intelligence and Daniel Goleman states the concept of emotional intelligence (1995). (Aghayar & Sharifi, 2006) during recent years, the subject of emotional intelligence has been accounted extensively by the organizational researchers (Jordan, 2002). Emotional intelligence as a medium and organizing factor can cause the improvement of group performance, because it makes them to form a homogenous and effective body quickly. It seems that groups that have lower emotional intelligence need more time to work effectively as a homogenous group. Goleman's definition of includes; the capacity of the ability for organizing one's own and others' feelings and emotions and using them for arousing oneself and to control one's own feelings effectively and to use them in making communication with others. In his view, emotional intelligence at workplace consists of a multidimensional structure that are including; 1) self-awareness, 2) self-control, 3) self-motivation, 4) empathy, 5) social skills.

Goleman considers three first parts of emotional intelligence as self-management skills and two other parts as the art of making communication with others. (Golamn, 1998). According to Mayer, Salovey, Caruso, 2004) emotional intelligence has four main dimensions including;

- a. to know emotions and feelings in one self and others;
- b. to use and apply emotions in process of decision making;
- c. to know and understand the emotions;
- d. to manage and control emotions in one self and others (Mayer, Salovey, Caruso, 2004).

Also to know and understand one own and others' emotions are important factors effecting on staff view toward job, colleagues, and also dominants. Another point of view that is significant in organizational behavior is organizational commitment. During recent decades, the concept of organizational commitment has gained important place in studies related to organizational behavior. Yet, there is no consensus and agreement about definition of commitment and to determine its indices. In addition, many concepts for describing a unit concept provoke this turmoil. (Porter and et al, 1978), have defined the concept of organizational commitment as follows; "*organizational commitment is a relative degree for determining a person's identity towards the organization and his participation and involvement in the organization*". In this definition, organizational commitment consists of three factors. (Allen, Mayer, 1990)

1. Having strong interest in remaining in the organization;
2. Having interest in making considerable attempt for the organization;

3. Having strong belief in accepting organization's values and purposes.

Robins has defined the concept of organizational commitment as; "*organizational commitment includes positive and negative views of the individuals towards the organization working in as a whole (not job)*" (Robins, 1999).

In spite of many differences in the way of viewing towards commitment among researchers, most of them have an agreement that there is a kind of mental, emotional dependency to the organization that unites the individual and the organization together. Although the concept of commitment has been considered mostly to refer to the prerequisite and determining factors of commitment, consequences, and results of a mental dependency process and the state of dependency towards the job, it seems emotional and mental dependency is their common characteristic.

Therefore, organizational commitment is not just loyalty toward an organization but it is a continuous process through which the elements and players of organization express their interest towards it and its success. Buchanan considers commitment as a kind of emotional and prejudiced dependency towards the organization's values and purposes. It is a dependency towards the role of person in relation towards the values and purposes and also towards the organization, for the sake of organization itself, regardless its instrumental value. Also, others determined similar views based on some kind of calculative involvement or behavioral exchange for obtaining special external reward, in a condition of homogeneity between the calculative involvement and organization's values and purposes (Buchanan, 1974).

## 2. Research Review

Ashrafi (1995) in a research entitled "*Explaining Effective Factors on Managers and Staff's Organizational Commitment in Western Alborz Coal Company*" tries to identify the effective and important factors on making and keeping organizational commitment of managers and staff. The results of this research indicate:

- a) There is a linear straight relation between job satisfaction and managers and staff's organizational commitment in the company.
- b) There is a linear straight relation between protector factors and the level of organizational commitment of managers and staff.
- c) There is a linear straight relation between environmental factors and the level of managers and staff's organizational commitment.
- d) There are three types of job satisfaction, protector (keeper) and environmental factors which have distinguished linear straight relation managers and staff's organizational commitment.

Devin (2005) in a study examined the relation between emotional intelligence and strategies of conflict management among educational and executive managers at the department of physical education of the country's universities. The results of the study revealed that there is a significant correlation between emotional intelligence and making a control strategy. A significant correlation was observed between emotional

intelligence and choosing a solution-oriented strategy and no correlation was observed between emotional intelligence and avoidance strategy.

In a study, Yusefi (2006) examined the relation between emotional intelligence and communicational skills in students and the results showed that emotional intelligence has a significant positive relation with communicational skills. Also, the results indicate that sexual difference is not significant in emotional intelligence and communicational skills.

Eydi (2007) studies the relation between emotional intelligence of faculty members and efficiency of physical education departments of Tehran state universities. The results of this study show that there is a significant relation between faculty members' emotional intelligence and the efficiency of physical education departments.

Rezaian & Koshtegar (2008) examined in a study the relation between emotional intelligence and organizational commitment in Maskan Bank's staff that indicates a significant positive relation between emotional intelligence and organizational commitment. In addition, there is significant positive relation among four components of self-awareness, self-control, self-motivation, and empathy.

In present study, it is tried to find an answer to this question that is there a significant relation between emotional intelligence and organizational commitment with the aim of examining the relationship between emotional intelligence and organizational commitment among Municipality's staff in 9-15 area of Tehran.

Samuel SaLami (2008) in a study entitled "*Psychological and Demographic Predicating Factors of Organizational Commitment among Nigeria's Industrial Staff*", studied the relation between personality factor such as age, marital status, sex, job, and educations level, emotional intelligence, self-motivation, and job satisfaction with organizational commitment. In this study, the population includes 230 workers (170 men, 150 women) selected randomly among 5 service organizations and 5 manufacturing organizations in state of Oyo in Nigeria. The results show that emotional intelligence, self-motivation, job satisfaction, and all of personality factors except for sex have significant relation with staff's organizational commitment.

Vali Naseri Palangard (2009) examined in a study the relation of emotional intelligence and organizational commitment with organizational citizenship behavior in Iran's federations' staff. The results obtained from this study indicate that there is a positive significant relation between emotional intelligence and organizational commitment in federations' staff.

### 3. Research hypotheses

The relation between emotional intelligence and organizational commitment: in present study by referring to the research review, a main hypothesis and 5 secondary hypotheses have been considered.

### **3.1 The main hypothesis**

There is a significant relationship between emotional intelligence and organizational commitment.

### **3.2 The secondary hypotheses**

1. There is a significant relation between self-awareness and organizational commitment.
2. There is a significant relation between self-control and organizational commitment.
3. There is a significant relation between self-motivation and organizational commitment.
4. There is a significant relation between empathy and organizational commitment.
5. There is a significant relation between social skills and organizational commitment.

## **4. Research Methodology**

The research method is correlation type. The research community consisted of 420 employees in the areas of 9-15 municipalities in Tehran. 201 of them were selected according to the Krejsi-Morgan table and randomly based on the statistical population. After distributing questionnaires among the research samples, 201 completed questionnaires were returned. In order to achieve the goals in this research, general information questionnaire including personal characteristics and backgrounds including age, gender, educational level, service record, marital status and emotional intelligence questionnaire (Siberia Shirin) containing 33 questions and In the framework of 5 dimensions: a) self-awareness; b) self-esteem; c) self-regulation; d) empathy. Social skills as well as organizational commitment measurement and measurement were used from a standardized questionnaire of 15 questionnaires (Moda, Steers, and Torrent, 1979) were used. These questionnaires consist of the following components:

1. Believing in organization's purposes and values and to accept them.
2. Having interest in wide effort in the way of realizing the organization's purposes.
3. Having intense tendency for remaining and keeping membership in the organization.

First, a primary study of information relating to reliability and validity of tool applied in the study was done. By applying Cronbach's Alpha, the coefficient for emotional intelligence questionnaire and for the organizational commitment questionnaire was 0.82 and 0.71 respectively which, by respecting obtained information from other studies, its reliability and validity were acceptable. After data collecting and extracting it for data analyzing, first descriptive statistics (frequency and frequency percent) and different chartings were used. Also, Kolmogorov Smirnov's test (for data

to be as normal) and Pearson's correlation test for measuring the relation between research variables were applied.

## 5. Results

### 5.1 Examining demographic variables

In order to better understand the statistical sample of the research, the demographic characteristics of respondents such as gender, age, service record, and degree of education, and their marital status were examined. In terms of gender, 139 were men and 61 women were female.

**Table 1:** Examined group according to sex sorting

Sex	Frequency	Frequency percent	Cumulative frequency
Woman (female)	61	14.5	14.5
Man (male)	139	85.5	100

**Table 2:** Distribution of respondents' age based on year

Age status	Frequency	Frequency percent	Cumulative frequency
50-10	48	23.6	23.6
10-15	69	42.7	66.4
15-20	53	27.3	93.6
20-25	29	6.4	100

**Table 3:** Respondents' education level

Education level	Frequency	Frequency percent	Cumulative frequency
Diploma	61	34.5	34.5
Associate degree	41	17.3	51.8
Bachelor	72	45.5	97.6
Master	25	2.7	100

**Table 4:** Respondents' marital status

Marital status	Frequency	Frequency percent	Cumulative percent
Single	55	9.1	9.1
Married	145	90.9	100

**Table 5:** Service status of respondents

Service history	Frequency	Frequency percent	Cumulative frequency
Less than 10 years	55	30.0	30.0
10-15	49	23.6	53.6
15-20	47	20.9	74.5
20-25	50	25.5	100

### 5.2 Examining the relation between variables

This study consists of 6 hypotheses that for each, Pearson's correlation coefficient test was applied. Kolmogorov Smirnov's test was used for keeping data normally as a

prerequisite for applying Pearson's test. Hypotheses relating to this subject and their testing are as follows: Kolmogorov Smirnov's test (k-s)

This test was used for examining considered statements about distribution of data related to a quantitative variable.

**Table 6:** The results of Kolmogorov Smirnov's test

Distribution	Number	Z	P	Conclusion
Emotional intelligence	201	1.157	0.138	Distribution is normal
Organizational commitment	201	1.106	0.173	Distribution is normal

By considering this points that significance level for emotional intelligence and organizational commitment is 0.138 and 0.173 respectively, this amount is more than 0.05 and the statement of normality of organizational commitment distribution is supported.

The results of hypotheses testing in Table 2 are as follows:

**Table 7:** The relation between variables and hypothesis testing

Hypotheses	Predicator hypothesis	Criterion variable	Amount of P	Amount of error	Correlation coefficient	Conclusion
Hypothesis 1	Emotional intelligence	Organizational commitment	0.001	0.01	0.436	Supported
Hypothesis 2	Self-awareness	Organizational commitment	0.001	0.01	0.412	Supported
Hypothesis 3	Self-control	Organizational commitment	0.003	0.01	0.455	Supported
Hypothesis 4	Self-motivation	Organizational commitment	0.003	0.01	0.456	Supported
Hypothesis 5	Empathy	Organizational commitment	0.003	0.01	0.408	Supported
Hypothesis 6	Social skills	Organizational commitment	0.314	0.05	0.412	Supported

The results provided in Table 2 shows that by considering SPSS output, in first hypothesis, Pearson's correlation coefficient for both variables of emotional intelligence and organizational commitment was observed as  $r=0.436$  and observed significance number of (sig) was less than 0.01. Therefore, there is a significant relation between these two variables at confidence level of 99%. In second hypothesis, Pearson's correlation coefficient for variables of self-awareness and organizational commitment was  $r=0.412$  and observed significance number (sig) was less than 0/01. Hence, there is a significant relation between these two variables at confidence level of 99%. In third hypothesis, Pearson's correlation coefficient for variables of self-control and organizational commitment was  $r=0.455$  and observed significance number (sig) was less than 0/05. Hence, there is a significant relation between these two variables at

confidence level of 95%. In fourth hypothesis, Pearson's correlation coefficient for variables of self-motivation and organizational commitment was  $r=0.456$  and observed significance number (sig) was less than 0/05. Hence, there is a significant relation between these two variables at confidence level of 95%. In fifth hypothesis, Pearson's correlation coefficient for variables of empathy and organizational commitment was  $r=0.408$  and observed significance number (sig) was less than 0/05. Hence, there is a significant relation between these two variables at confidence level of 95%. But in sixth hypothesis, by respecting SPSS output, Pearson's correlation coefficient for these two variables is 0.097. The amount of observed significance number (sig) equals 0.412 that is more than 0.05 ( $\text{sig}=0.05$ ), therefore the hypothesis of a significant correlative relation between social skills and organizational commitment is rejected and these two variables have no correlative relation.

## 6. Discussion and Conclusion

The main purpose of this research was to investigate the relationship between emotional intelligence and organizational commitment among employees of Tehran municipality. Emotional intelligence plays a significant role in promoting organizational commitment. Organizations should be concerned about emotional intelligence to achieve positive outcomes such as organizational commitment. This research shows that emotional intelligence among the employees of the municipality encourages their commitment. Hence, employees who can identify and manage their own feelings and others will be more honest and helpful in their organizations. Also, this research shows the significant impact of employees' emotional intelligence in the workplace on employees' commitment. Organizations can benefit from this knowledge. They can, by persuading (EI), promote targeted behavior of their organization members. Therefore, the results of this study showed that there was a significant relationship between emotional intelligence and organizational commitment of municipal employees. This result is consistent with the support of the results of previous research, the results of the research hypothesis, with the results of the research by Nasser Paulangard, Vali (2009), which studies the relationship between emotional intelligence and organizational commitment. The results of this research are also consistent with the results of Rezaeian and Keshtigar (2008), which examined the relationship between emotional intelligence and organizational commitment among Housing Bank employees. Pearson correlation test showed that there is a positive and significant relationship between emotional intelligence and organizational commitment. It seems that a person with a high organizational commitment remains in the organization, accepts its goals, and, for those purposes, it shows itself as over-attempting or even self-sacrificing. Emotional intelligence may increase altruistic behavior because emotional intelligence allows employees to recognize and understand the feelings of their colleagues and, consequently, get better responses to employees who have less emotional intelligence. Intelligent staff Emotion Because they are more

able to understand, adjust, and modify their emotional responses than others, they can better understand the need for help and give their colleagues an even better response to personal and work problems. It is concluded that the need for organizational and management psychologists to design programs for the development and development of organizational commitment of employees and provide programs and training to strengthen and develop the emotional intelligence of employees in municipalities. Also, mayors and practitioners should strive to provide the facilities and facilities that are necessary to ensure the comfort and welfare of the staff to improve their emotional intelligence and organizational commitment.

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