

The relationship between emotional intelligence and organizational commitment of principals of schools in Najaf Abad in 1390-91

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Abstract: This study analyzes the relationship among emotional intelligence and organizational commitment of principals of elementary, middle and high school in Najaf Abad in 1390-91. The research method used in this study was correlation and research populations were all principals of three school period of Najaf Abad comprising 205 people. By using Cohen table and a stratified random sampling proportional to sample size, 136 people were selected to participate in the study. Research tools for data collection were two standard questionnaires: Schutte emotional intelligence questionnaire (1997) consists of 33 questions and Allen and Meyer organizational commitment questionnaire (1984) consists of 24 questions. Their formal validity was confirmed by some experts. In order to measure the reliability, Cronbach's alpha coefficient was used. The coefficient for emotional intelligence questionnaire was 0.78 and for organizational commitment questionnaire was 0.80. In order to analyze the data, inferential statistics including Pearson correlation coefficient, multiple regression were used. Data analysis showed that among all the dimensions of emotional intelligence involves assessing and feelings expression ($p < 0.05$, $r = 0.25$), emotion regulation ($r = 0.31$ and $p < 0.05$), utilization of emotion ($r = 0.17$ and $p < 0.05$) and organizational commitment, there is a significant relationship.

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Introduction:

The most important goal of each organization is reaching the highest level of efficiency or improved efficiency using efficient factors such as: capital, tool, methods of work, workforce. Certainly, skilled and efficient workforce is one of the most important tools to reach organization goals, since workforce has an important role in increasing and decreasing efficiency of organization, that is if an organization has the largest amount of capital and best technology and facilities, but does not have motivated and productive workforce will not reach to its goals (Mehdad, 2010). Various factors affecting employees' motivation and efficiency, one of the factors which impacts organizational behavior is emotional intelligence.

Adeoye & Emeke (2010) defined emotional intelligence as the ability to recognize your feelings and the feelings of others and also your relationships with others (Adeoye & Torubelli, 2011, page 215).

It is observed in investigating the history of emotional intelligence; Mayer et al have conducted the first studies. In 1990, they presented emotional intelligence definition in four fields, considering psychological processes:

- 1) Emotion, evaluating and expressing emotions: recognizing and entering verbal and non-verbal information to emotional system

- 2) Emotional facilitation of thinking: utilizing emotions as a part of recognition such as creativity and resolute
- 3) Understanding and analyzing emotions: cognitive process of emotion and obtained information about yourself and others
- 4) Adjusting and recovering emotions to grow and develop emotional intelligence: controlling system and subjugating emotional affairs of others and yourself (Livarjani and Ghafari, 2010).

In early of 1990s, Mayer and Salovey presented a model of emotional intelligence. Their model defines emotional intelligence as the capacity to understand emotional information and reason by emotions. The initial model which was presented by them, considered 3 main components for emotional intelligence which included "emotional perception", "emotional adjustment" and "emotional productivity". Emotional perception means the ability to truly recognize in you and others and also the ability to recognize difference between honest and sincere emotions. Emotional adjustment refers to the ability to monitor and change the intensity and direction of your emotions and others.

Emotional productivity, indeed, is, understanding and using emotions and emotional information (Ghaedi et al, 2008). This model is basis of many other theories on emotional intelligence including Shat's emotional intelligence (1998). Shat also introduced three components for emotional intelligence which are evaluating and expressing emotion, adjusting emotion and utilizing emotion, and explained his self-report questionnaire based on three dimensions of emotional intelligence.

Caruso & Mayer & Salovey (1990) also determined four dimensions for emotional intelligence which include:

1. Recognizing emotions in yourself and others (Perceiving Emotional): the most necessary ability related to emotional intelligence is that one is aware of his emotions and feelings. The ability of self-awareness allows individuals to identify their strengths and weaknesses and can trust on their values. Often, self-evaluation skills in this area, do not match with individuals' actual ability to read correctly others' emotions. As a result, employers may obtain valuable information in interactions with colleagues and customers. Though, they believe that they cannot understand correctly others' emotions.
2. Using Emotional: means the ability to use emotions in direction to help obtaining desired results, solving problems and using opportunities and emotions to motivate individuals in this dimension of the main core is a professional work.
3. Understanding Emotional: the ability to understand complex emotions and awareness of their reasons and how the emotions change from one state to another is called understanding emotional. It can be found what causes motivating or not motivating individuals or groups by helping this awareness.
4. Managing Emotional: it means managing your emotions and others' with a specific situation of denying emotions, avoiding difficulties, confirming general state of the situation without confirming its process, utilizing emotions to solve problems and coordination emotion and thinking within managing emotions. (Jahanian, 2011; Stayes & Brown, 2004; Mayer et al, 2004).

Other variable which has an important role in organizational behavior and one of the important cases which can impacts the proceedings and moving to goals

is employees' organizational commitment. The concept of organizational commitment in workplaces is still one of the studying challenging concepts in fields of management, organizational behavior and human resource management (Gol Parvar & Gharizi, 2008). One of the indicators in superiority of an organization to another is having committed workforce. Research results demonstrate that organizational commitment is related to many employees' job behaviors (Bahrami et al, 2010). Organizational commitment has different definitions; Chatman & Oyrayli (1986) defined organizational commitment as emotional bonding and support with organization's goals and values, because of organization itself and avoidance its tool values (Hosseini & Mahdizadeh Ashrafi, 2010; Behravan & Saeidi, 2009).

Allen Mayer is one of the important theorist about organizational commitment, in Allen Mayer's model which was designed in 1993, employees' organizational commitment is categorized in three kinds including emotional commitment, continuous commitment and normative commitment. The interface of these three kinds of commitments is defined as follow: commitment is a mental state which 1- identifies the relation of person with organization, 2- implicitly refers to the decision to stay at or leave an organization, 3- reduces the likelihood of turnover.

Affective Commitment: occurs when employees are willing to stay in the organization because of affective bonding. It can be also defined as a kind of fixation in doing tasks. The aspect of affective commitment creates a relation between job and individual identity, so that the individual finds organizational goals in the same direction with his faith. He enjoys being a member of organization. This commitment can be the indicator of anticipating of absence and abandoning job. This element is the most important factor of organizational commitment which refers to active presence of employees in organization and their sense of unity with organization. Usually the employees who have affective commitment are willing to stay in organization and this is one of their dreams (Khodadadi & Pasha, 2009; Baharifar & Javaheri Kamel, 2010; Khanifar et al, 2009; Borjali loo & Doaei, 2010).

Continuous Commitment (rational, the cost-based approach): it is a commitment which is based on conceptual cost of leaving an organization; in fact it is the trend to stay in the organization because of cost of leaving organization or rewards from staying in organization. It is believed that this commitment is awareness of impossibility of another social identity because of large losses (financial loss and social costs) due to change. Continuous commitment is one of the significant indicators of commitment which justifies commitment in terms of aforesaid investment (like time, life, effort). The more amount of investment is, the less

possibility of leaving job, and individual cannot leave the organization. In other word, this commitment is one which is related to valuating organization and in its light; employee participates in organization life (Yaghoubi et al, 2009; Ghafouri & Gol Parvar, 2009; Mirkamali et al, 2009).

Normative commitment (moral responsibility or binding approach): this dimension of commitment is truth of believing in individual responsibility to organization. Individuals stay in organization because they consider it as an ethical commitment. This commitment is considered as a belief in relation to individual responsibility to organization, normative commitment is a kind of mutual ethical commitment. Employees with high level of normative commitment feel that they have to continue working in organization because they have no time to join to another one. Individuals' experiences before entering and after entry into the organization (e.g. organizational socialization) are the factors affecting this kind of commitment. (Yousefzadeh, 2010; Hosseini Nasab et al, 2010; Nazem & Parsa Moein, 2010; Balali, 2010; Mahdavi Rad, 2010; Ahmad et al, 2011; Mohammadian et al, 2010, Ebadi et al 2010).

Several studies have been conducted on emotional intelligence and organizational commitment. Rezaeian & Koshtehgar (2008), Ostavar & Amirzadeh Khatouni (2008), Bakhshi Sourshjani (2010), Adiomo (2007), Lordanoglou (2008), Rathi&Rastoy (2009), Sanosi, Outman & Vanogra (2009), Rangriz & Mehrabi (2014), Adeoye & Torubelli (2011) demonstrated in their studies that there is a relation between emotional intelligence, organizational commitment, and emotional intelligence is enable to anticipate organizational commitment.

Study purpose

1. Identifying the relation of emotional intelligence and its dimensions with managers' affective commitment
2. Identifying the relation of emotional intelligence and its dimensions with managers' continuous commitment
3. Identifying the relation of emotional intelligence and its dimensions with managers' normative commitment

Study methodology of community:

As the present study aims to investigate the relation between emotional intelligence dimensions (evaluating and expressing emotion, adjusting emotion and utilizing emotion) and organizational commitment dimensions (affective, continuous, normative commitment), the research methodology is correlative – descriptive. Statistical community of this research was all male and female managers of each educational course school, junior high school and secondary high school in academic year of 2011-2012 in number of 205 people which the sample was estimated 136 people with respect to Cohen et al (2001) table. In this study, two questionnaires were used as follow:

- A) Self-report scale of Shat's emotional intelligence (Shat et al, 1997): this questionnaire designed and adjusted based on theoretical model of Mayer & Salovey's emotional intelligence (1990) by Shat et al in 1997. Mayer & Salovey (1990) obtained it Cronbach's alpha coefficient as 0.8. In this study, reliability of the emotional intelligence questionnaire has been calculated as 0.78.
- B) Allen Mayer's organizational commitment questionnaire: in this study, Allen Mayer's standard questionnaire on organizational commitment has been used to measure organizational commitment. This questionnaire contains 24 questions and also 3 components (continuous commitment, affective commitment and normative commitment). In this study, reliability organizational commitment questionnaire has been calculated as 0.80.

Findings

Question 1: is there any relation between emotional intelligence and its dimensions with managers' affective commitment?

Table (1): correlation coefficient of emotional intelligence and its dimensions with managers' affective commitment

Reference variable	Affective commitment		
Statistical indicator	correlation coefficient	Square of correlation coefficient	Significance level
Anticipation variable			
Emotional intelligence	0.112	0.013	0.197
Evaluating and expressing emotion	0.088	0.007	0.310
Adjusting emotion	** 0.263	0.069	0.002
Utilizing emotion	0.007	0.001	0.935
P<0.05			

Findings in table (1) demonstrate that correlation coefficient between utilizing emotion and affective commitment is significant. It means there is a significant relation between utilizing emotion and affective commitment. According to coefficient of determination (r^2), 6.9 percent variance was common

between utilizing emotion and affective commitment. Also, there is no significant relation between evaluating and expressing managers' emotions and adjusting emotion with affective commitment.

Question 2: is there any relation between emotional intelligence and its dimensions with managers'

continuous commitment?

Table (2): correlation coefficient of emotional intelligence and its dimensions with managers' continuous commitment

Reference variable	Continuous commitment		
Statistical indicator	correlation coefficient	Square of correlation coefficient	Significance level
Anticipation variable			
Emotional intelligence	**0.252	0.064	0.003
Evaluating and expressing emotion	**0.301	0.091	0.001
Adjusting emotion	**0.237	0.056	0.006
Utilizing emotion	0.159	0.025	0.065
P<0.05			

Findings in table (2) show that correlation coefficient between emotional intelligence in evaluating and expressing emotion and adjusting emotion with continuous commitment is significant. According to coefficient of determination (r^2), 6.4, 9.1, 5.6 percent variance was common between emotional intelligence, evaluating and expressing managers' emotions and adjusting emotion with continuous commitment,

respectively. Also there is no significant relation between utilizing emotion and continuous commitment.

Question 3: is there any relation between emotional intelligence and its dimensions with managers' normative commitment?

Table (3): correlation coefficient of emotional intelligence and its dimensions with managers' normative commitment

Reference variable Statistical indicator	Normative commitment		
	correlation coefficient	Square of correlation coefficient	Significance level
Anticipation variable			
Emotional intelligence	*0.194	0.038	0.024
Evaluating and expressing emotion	*0.174	0.030	0.043
Adjusting emotion	*0.191	0.036	0.027
Utilizing emotion	**0.240	0.057	0.005
P<0.05			

Findings in table (3) show that correlation coefficient between emotional intelligence, evaluating and expressing emotion, adjusting emotion and utilizing emotion with normative commitment is significant. According to coefficient of determination (r^2) 3.8, 3, 3.6, 5.7 percent variance was common between emotional intelligence, evaluating and expressing emotion, adjusting emotion and utilizing emotion with normative commitment, respectively.

Discussion and Conclusion

According to the study results, the first question is that there is a relation between utilizing emotion and affective commitment. Affective commitment is defined as affective attachment and fixation to do tasks and trend to stay to continue employment in organization. This dimension is the most important element in organizational commitment. It is also refers to employees' active presence in organization and their sense of unity. Usually, employees who feel commitment are willing to stay in organization and this is one of their dreams. In contrast, utilizing emotion, in fact, is using emotions and emotional information in thinking, acting and solving problem. Solving problem means the ability to identify, create and utilize effective solutions. Manager who can identify problems and find their solutions can give employees peace of mind and even can use the best solution in junctures which considers both benefits of employees and organization. In such situations, employees can trust on actions which are created by manager and it also warms their hearts. In respect to what was said, managers can keep employees in organization and pretend their absence using emotional information and accepting organizational values. Increasing this dimension of emotional intelligence, the level of employees' affective commitment that is, accepting organizational values and tendency to stay in organization will increase. Therefore, the relation between these two variables will be explainable.

Other result of this study represents lack of relation between adjusting emotion dimension of emotional

intelligence dimensions and affective commitment. Individuals have to gain more abilities in order to use their recognition. They should have a state of accepting and refusing experience, creation and emotion and should acquire some skills in involving in some behaviors which are followed by appropriate emotions. Adjusting emotion refers to the ability to review and reconstruct intensity and direction in which emotion exists in you and others, and includes adjusting negative emotions and changing their directions to compromise and keeping enjoyable emotions. In addition to adjust their emotions, individuals should be able to manage others' emotions. That is, they should have the ability to adjust and replace emotions. Adjusting emotions represents individual's ability to reduce negative emotions or keep positive emotions. Therefore, the relation between adjusting emotions and affective commitment will be explainable. Lack of individuals' ability to reduce negative emotions or keep positive emotions in workplace are some reasons of lacking relation between these two variables in the present study.

Lack of relation between evaluating and expressing emotion and affective commitment was the result of this study. In explaining this study finding, it can be said that evaluating and expressing emotion refer to expressing emotional state for others, describing your emotions and expressing feeling. However, individuals usually avoid expressing their emotions and feelings in workplace due to different reasons and they are not easily able to express their emotions, therefore they like to keep their secrets instead of expressing them. The reason can be attributed to lack of trust in workplace and unreliable atmosphere. Usually, in different organizations including educational ones, expressing emotional states will harm employees and it is basis of judgment and making decisions. Therefore, employees usually hide their emotional states and avoid expressing their feeling. Lack of relation between these variables can arise from the matter.

Findings in table (2) show that correlation coefficient between emotional intelligence in evaluating and expressing emotions and adjusting them with continuous commitment is significant. According to coefficient of determination (r^2) was common 6.4, 9.1, 5.6 percent variance between emotional intelligence, evaluating and expressing managers' emotions and adjusting them with continuous commitment, respectively. Also, there is no significant relation between utilizing emotions and continuous commitment.

From the study results, the question is that there is a relation between emotional intelligence, evaluating and expressing managers' emotions and continuous commitment.

Continuous commitment includes a commitment based on the costs associated with staff leaving.

Continuous commitment is one of the significant indicators of organizational commitment which justifies commitment in terms of aforesaid investment (like time, life and effort). The more amount of investment is, the less possibility of leaving job, and individual cannot leave the organization. In other word, most of individuals simply are not willing to leave the service and continue working essentially based on need to their work. In this dimension of commitment, staff will stay in the organization, as they need to stay and have a high level of loyalty in the organization. Staying members in the organization is not due to sense of moral obligation or emotional attachment.

In other hand, understanding emotional dimension (evaluating and expressing) means the ability to properly identify emotions in you and also the ability to distinguish the difference in others and honestly and sincerely express emotions. Being emotionally able, simplifies facing to challenges of life for people, as a result, they will have more sanity. When director of an organization can identify his positive and negative emotions and also others' and has the ability to recognize his emotions and others' in physical and psychological dimensions, to express accurately emotions and also the ability to separate correctly and not correctly expressing feeling can increase the sense of attachment to the organization in himself and others, when people reach to this level of trust in which the organization values their emotions, they make a commitment to the organization and gain true belief with their responsibility. Paying attention to individuals' positive and negative emotions and understanding them cause increasing commitment to organization goals and organization itself, therefore lead to decreasing turnover, absence, lack of responsibility for self and others, delay and so on.

The other result of this study represents the relation between adjusting emotion dimension of emotional intelligence dimensions and continuous commitment.

Adjusting emotion refers to the ability to monitor and change the intensity and direction of emotions in yourself and others. When a school manager have all emotions including enjoyable, annoying ones, the ability to review and reflect on emotions, the ability to keep and continue emotional states and reconstruct them based on whether they have been evaluated useful, and the ability to manage emotions in himself and others can easily keep their staff in the organization. In this manner, individuals are willing to adhere to the organization and consider organization's development as their own. If a school manager wants to make a situation in which staff enjoy working and or provide some actions which make the staff happy, they work with more motivation and willingness and this causes they have more commitment to the organization. Staff will have more sense of unity to the organization and also active presence, they accept organization's values and tendency to stay in the organization will increase, paying attention to hedonic values (adjusting emotion) and continuous commitment will be justifiable.

Lack of relation between utilizing emotion and continuous commitment was the result of this study. The aspect of utilizing emotions indicates the ability to use emotions to facilitate creative thinking. Some people work better in certain emotional situations. Therefore, emotions affect their cognitive system and change it and impel the person to see thing from different perspectives and think more deeply about an issue. People with high level of utilizing emotions can reevaluate important events and distinguish important issues from non-important ones. Workplaces are usually places where face to different problems and difficulties and staff who works in such environment tries to adapt themselves with ongoing changes and regulations of the organization. In today workplaces, people cannot utilize emotions without preplanning due to changing situations, and also cannot think deeply and evaluate accurately. Therefore, lack of relation between these two variables can be a result of this phenomenon.

Findings in table (3) shows that correlation coefficient between emotional intelligence, evaluating and expressing managers' emotions, adjusting emotions and utilizing emotions and normative commitment was significant. According to coefficient of determination (r^2), 3.8, 3, 3.6, 5.7 percent variance was common between emotional intelligence, evaluating and expressing managers' emotions, adjusting emotions and utilizing emotions and normative commitment.

Form the results of this study, the question is that there is a relation among three dimensions of emotional intelligence and normative commitment. Normative commitment includes this concept that people consider working and continuing it as their duty and responsibility and thereby they meet their commitments to the organization. Individuals' experiences before

entering and after entry into the organization (e.g. organizational socialization) are the factors affecting this kind of commitment.

Other result of this study represents a relation between evaluating, expressing emotions dimension of emotional intelligence dimensions and normative commitment. Perceiving and expressing emotion which perceive and identifying different aspects of emotions lead clear understanding for individual in an emotional context and therefore increase commitment. Emotional abilities are important, as individuals who can rapidly and carefully evaluate and express their emotions, can better interact with environment and other people. Individuals' abilities to understand accurately others' feelings are different and people, who can understand others' feelings, can better respond to their social environment and make a supportive social network.

When organization leader can identify his positive and negative emotions and staff's, and also has the ability to recognize his emotions and other's in physical and psychological dimensions, express accurately emotions, the ability to separate correctly and not correctly expressing feeling can increase the sense of attachment to the organization in him and others.

The other result of this study represents the relation between utilizing emotion dimension of emotional intelligence dimensions and normative commitment. In explaining this finding of the study, we can say that utilizing emotion means using emotional information in thinking, acting and solving problems. Solving problems means the ability to identify, create and utilize effective solutions. The manager who can identify problems and find their solutions with cooperation of staff can give them peace of mind that can even use the best solutions in hard situations and junctures and consider the benefits of the organization and staff. In such situations, staff trusts on manager's actions and behaviors, and considers working and continuing it as their duty and responsibility and thereby they meet their commitments to the organization. Therefore, the relation between understanding your emotions and other's and normative commitment is explainable.

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