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PREDICTING DIFFERENT DIMENSIONS OF ORGANIZATIONAL COMMITMENT IN THE RED CRESCENT SOCIETY OF FARS PROVINCE DIRECTORS AND STAFF BASED ON DIMENSIONS OF THEIR EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CULTURE

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ABSTRACT

In the study of organizational behavior, organizational commitment is considered as an attitude that conveys an individual's feeling about various issues and its importance in organizations is also due to its influence over employees' behavior. An important factor affecting the self-control, self-efficacy, creativity and innovation in organizations, is their dominant organizational culture. Other factors affecting individuals' commitment to the organization are personal factors. Emotional intelligence as a set of personal characteristics can also be considered in this context. The objective of this study was to predict the different dimensions of organizational commitment in the Red Crescent Society of Fars province managers and staff based on dimensions of their emotional intelligence and organizational culture. Results showed that among the dimensions of organizational culture, creativity was the only significant and positive predictor of the affective dimension of organizational commitment. The cohesion was the strongest and the adaptation was the weakest predictor of the continuance dimension of organizational commitment. Risk-taking, creativity, identification, managers support and association were not predictors of the continuance dimension of organizational commitment. None of organizational culture dimensions was the predictor of the normative dimension of organizational commitment. Among dimensions of the emotional intelligence, optimism was the only significant and positive predictor of the affective dimension of organizational commitment. Understanding emotions as a dimension of the emotional intelligence was the significant and positive predictor of the continuance dimension of organizational commitment while the social skills dimension was the significant and negative predictor of the continuance dimension of organizational commitment. Controlling emotions and optimism were not predictors of the continuance dimension of organizational commitment. Dimensions of emotional intelligence, in addition, were predictors of the normative dimension of organizational commitment and understanding emotions as a dimension of the emotional intelligence was the only significant and positive predictor of the normative dimension of organizational commitment.

Keywords: Emotional Intelligence, Organizational Culture, Organizational Commitment, Red Crescent Society of Fars Province

INTRODUCTION

The current age is the age of accelerated and unpredictable changes and the status of societies represent imbalance, the growing complexity of organizations and organizations' inability to anticipate and cope with these changes and complexities. In addition, the problems of organizations today cannot be solved with yesterday solutions and predicting the future will not solve tomorrow's problems. Nowadays, environmental conditions are so complex, dynamic and uncertain that organizations can no longer guarantee their long-term survival through superficial changes.

Behavior of employees in an organization at a personal dimension is influenced by four elements including attitude, personality, perception and learning (Robbins, 2005). Hence, knowing the employees' attitudes in terms of their job and organization seems to be necessary for managers. According to studies,

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three major approaches of job satisfaction, job involvement and organizational commitment, have received the most attention (Robbins, 2005). In the meantime, over the past two decades, organizational commitment was the dominant job attitude that has been the center of attention of researchers and the subject of so many meta-analyses (Cohen, 2007).

Organizational commitment can be simply defined as the belief in organization's values and goals, a sense of loyalty to the organization, and a moral obligation, a heartfelt desire and the need to stay with the organization that according to the views presented by Allen and Meyer, it has three components: 1- Affective commitment, 2- Normative commitment and 3- Continuance commitment.

According to Meyer and Allen (1998), commitment is a mental state that provides a kind of desire, necessity and obligation for employment in an organization. "Affective commitment" refers to an individual's emotional attachment to the organization, "continuance commitment" is related to a desire to stay in the organization due to the costs associated with leaving the organization or rewards associated with staying in it and finally, "normative commitment" reflects a sense of duty to remain as a member of the organization (Meyer *et al.,* 1998).

In the field of considering the abilities that are effective in the performance of individuals, Gardner's theory of multiple intelligences is very important. In this theory, personal intelligence consists of two components:

A) Intrapersonal intelligence: That means a continuous and internal ability to create an objective and accurate model of one's self and using it to achieve effective and efficient performance in life in order to acquire the ability to distinguish between the emotions to understand and guide one's own behavior. B) Interpersonal intelligence: That includes the ability to understand other people in terms of their differences in their mood and temperament, motivation, purpose, interest in others and empathy with them (Gardner, 1999). Paying attention to the concepts of intrapersonal and interpersonal intelligence, has led to many fields of research on the emotional intelligence (Baron, 2000). Beginning in the 1990s, discussions about the psychological effects of emotions (excitements), their adaptive functions, and the coexisting nature of emotions and cognition, were effective in introducing a new concept called the "emotional intelligence" (Mayer and Salovey, 1997). This concept became increasingly popular in domains such as education, personal development, work environment and organization after the publication of Goleman's book "Emotional Intelligence" in 1995. Studies have shown that emotional and social skills training as a model of intervention that in a sense is called the "strengthening of emotional intelligence", plays an important role in improving the quality of interpersonal and social relations and it seems to have very dramatic effects in terms of enhancing the attitude of employees and the effectiveness of organization (Collins *et al.,* 2001). John Mayer and Peter Salovey (1997) considered the concept of emotional intelligence as an umbrella that covers a wide variety of personal and interpersonal skills and capabilities that have been normally known as the soft skills (Goleman, 1999).

Culture is a mixed, complex and systematic set of knowledge, arts, beliefs, rituals, rights and customs and a source of goodness and many other things that man acquires from his society. Culture launches the organization and its functions and is something like an "operating system" for the organization that guides employees in their way of thinking, feelings and acts.

Emotional Intelligence and its Dimensions:

Today, we can use the science of emotions in order to improve the performance in organizations. Emotions help us to better understand issues such as the employees' selection process in organization, decision-making, motivation, leadership and interpersonal conflicts in the workplace. Moreover, in recent years, emotional intelligence as a potential factor, which is useful for understanding and predicting the performance of individuals, has been in the center of attention. It is increasingly associated with organizational and staff development, and provides a new way to understand, identify and evaluate the behavior, management style and attitudes.

In his book "Working with Emotional Intelligence", Daniel Goleman says: Emotional intelligence includes five capabilities, three of them related to a person's interactions with himself (intrapersonal) and another two deal with a person's interactions with others (interpersonal) (Baron, 1997). Emotional

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capabilities can be learned and their results can be seen in one's job performance. Goleman says: Emotional capabilities show that how much of our potential may transform into the abilities to work (Goleman, 1999).

According to Goleman (1999), the emotional intelligence tells us that our ability to learn job skills depends on major components of emotional intelligence, namely:

1. *Self-Awareness:* Knowing and understanding your emotions. Self-awareness is the ability to properly and accurately understand the emotions, at the exact moment they happen, and to know what the tendencies are in relation to different situations.

2. Autonomy: Includes managing emotions, the ability to control and manage the feelings and emotions, to remain calm in critical and stressful situations, to self-motivate and to express the inner feelings.

3. *Motivation:* The ability to motivate yourself. Motivation is the motion and force to achieve clear results, to influence, to balance short-term and long-term objectives and the ability to keep the track of goals in the face of uncertainties. Therefore, managers must pay attention to the level of motivation in individuals in order to be able to improve the efficiency of their organization and to achieve the organizational objectives by encouraging and guiding them.

4. *Empathy:* Identifying and understanding the emotions of others. Empathy means entering into the vicinity of others' feelings. It was first introduced in 1920 by B. E. Tichener. It is the ability to understand the feelings and emotions of the others and to recognize messages through non-verbal channels. Empathy is considered to be the key to understand the feelings and emotions of other people.

5. *Social Skills:* They are closely related to the managing of relationships with others. Social skills are a set of abilities to apply the knowledge of your emotions and the emotions of others to manage social interactions. This leads to a transparent exchange of information so a person may effectively deal with tensions and conflicts.

Organizational Culture and its Dimensions:

Culture includes all the intellectual and value contents that separate and highlight the human life from that of animals. This includes family, economy, technology, administration, defensive systems, etc. (Hafiz and Tudor, 1989).

Organizational culture is a set of values, beliefs, perceptions and ways of thinking that are common among the members of an organization and is the same thing that is taught to the newcomers as a just phenomenon (Kelly and LeRoy, 2005).

The following ten items show the key characteristics that distinguishes the cultures from each other (Robbins, 1993):

1. *Individual Innovation (Creativity):* The amount of responsibility, freedom and independence that individuals have inside a culture.

2. *Risk Tolerance (Risk-Taking):* The limits of employees' tendency towards innovation and progress and their level of risk tolerance.

3. *Orienting (Leadership):* The extent to which the organization clearly states its performance goals and expectations.

4. *Integrity (Consistency):* How much do the units within the organization tend to act in a uniform and consistent manner?

5. *Relations with Management (Manager's Support):* To what extent managers communicate with their subordinates and support them?

6. *Control:* To what extent the organization utilizes rules, regulations and direct supervision in order to oversee and control the behavior of its employees?

7. *Identification:* To what extent the members of an organization consider themselves to be the same as their organization and obtain their identity from it?

8. *Reward System:* To what extent the payments (such as salaries and promotions) are based on the employees' performance?

9. *Conflict Tolerance:* The extent to which employees are encouraged to accept conflicts and criticism alike.

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10. *Communication Patterns:* To what extent the organizational communications are related to the official hierarchy of high command within an organization? (Hing, 2000).

Organizational Commitment and its Dimensions:

Commitment is one of the pillars of morality in every society. For this reason, this concept is an integral part of all the theories of morality. However, some theories conceptualize the commitment and the obligation as conditional subjects and in some others, the obligation becomes moral when it takes a definitive character. Organizational commitment depends on the organizational culture and the cultural unity in the working organization, and both organizational cohesion and unity play an undeniable role in enhancement of organizational commitment.

Moorhead and Griffin (2009) consider the organizational commitment as sense of an individual's identity and dependence to the organization. Commitment affects important behaviors such as migration and absence and may have many positive outcomes. Committed employees are more disciplined in their job, stay longer with the organization and work harder.

Meyer *et al.,* (1998) founded their three-dimensional model based on common issues found in the available literature on the conceptualization of commitment. They claimed that among all conceptualizations, there was a belief that commitment causes an individual to be adhered to the organization and therefore, reduces the likelihood of leaving the organization by that individual. The main dispute was about the concepts related to the supposed intellectual frameworks to determine the characteristics of commitment. We can generally categorize the employees' commitment to the organization into affective commitment, continuance commitment and normative commitment.

1. The emotional attachment to the organization that is called the affective commitment.
2. The perceptive cost of leaving the organization that is called the continuance commitment.
3. The obligation to stay in the organization that is called the normative commitment.

Literature Review

According to the research done by Dulewicz and Higgs (1998), over the past decade, studies on organizational fields have been started and today they are focused on the subject that emotional intelligence may predict issues related to behavior such as potential leadership, career development, group effectiveness, job stress, job performance, etc. Results of this research showed that individuals with high levels of emotional intelligence could achieve greater career success.

Simpson (1999) studied the effects of emotional intelligence in the workplace and on organizational commitment. He found that emotional intelligence had a positive impact on organizational outcomes and organizational commitment of employees.

In another study by De Lazzari (2000), results showed that there was an average correlation between emotional intelligence, life satisfaction and psychological well-being. This study evaluated the relationships between other variables (besides the emotional intelligence) too and presented a multidimensional and comprehensive perspective of various factors affecting the health and maturity, and interactions between them.

A study done in the United States by Lisa Gardner also showed that there was a negative correlation between non-interventional leadership and emotional intelligence. There was also no correlation observed between exchange leadership and emotional intelligence (Gardner, 1999).

De Witte (2004) studied the relationship between the emotional intelligence and successful career path in people with high intelligence. Results of this study confirmed the need for further research on the relationship between the emotional intelligence and IQ, especially in terms of career path.

Another study conducted by Rohr (2005) showed a poor correlation between the emotional intelligence and attitudes, thus, it was not possible to offer a model of emotional intelligence and attitudes based on the results obtained in this study.

Guleryuz *et al.,* (2008) investigated the intermediary role of job satisfaction between the emotional intelligence and organizational commitment. Results showed a significant positive correlation between the emotional intelligence with job satisfaction and organizational commitment. The correlation between job satisfaction and organizational commitment was also positive and significant. Among dimensions of

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the emotional intelligence, the emotional regulation and the use of emotions had a significant correlation with job satisfaction. Other dimensions had no correlation with job satisfaction.

Considering the studies mentioned above, it could be concluded that the emotional intelligence affects many aspects of personal and organizational life of individuals such as career outcomes, organizational commitment, mental health, life satisfaction, leadership styles, career success and attitudes.

Research Questions

Is it possible to predict various dimensions of organizational commitment using dimensions of emotional intelligence and organizational culture?

The Conceptual Model of Research

Theoretical Model of Research

Emotional Intelligence (Combined Models)	Organizational Commitment (Allen and Meyer)	Organizational Culture (Robbins Model)
Emotion perception (Self-awareness and Trait empathy), Emotion management (Self-management), Social awareness and Trait optimism	Affective commitment Continuance commitment Normative commitment	Risk-taking, Creativity, Identification, Integrity, Control, Leadership, Manager support, Reward, Adaptation and Communication

Statistical Population

The statistical population of this study included all the staff managers (33 people) and employees (108 people) of the Red Crescent Society of Fars province working in its capital city of Shiraz that had a diploma or higher level of education comprising a total of 144 people.

Sample and Sampling Method

Considering the number of managers included in this research (33), they were being studied by census using a questionnaire that was distributed among them. List that contained the information about the number and the names of staff having a high school degree or above, was then obtained from the administration office at the Red Crescent Society of Fars province (in a purposeful way) that included 108 people in total.

Morgan's table was used in order to determine the number of samples and it was found that 85 people should be examined for the purposes of this study. The stratified random method was used as the sampling method in this study.

Research Instruments

Three questionnaires were used in this study as follows:

1- *Organizational Commitment*: Allen and Meyer's questionnaire was used in order to measure the organizational commitment. This is a three-dimensional questionnaire (affective, continuance and normative dimensions) consisted of 24 items. The answers to each statement in this questionnaire are being rated based on a 7-degreeLikert scale (completely disagree, highly disagree, disagree, neither agree or disagree, agree, highly agree and completely agree) (Meyer *et al.,* 1998).

Table 1 shows the calculated validity and reliability of Allen and Meyer's questionnaire of organizational commitment sub-scales for managers and staff at the Red Cross Society of Fars province. As it can be seen, the alpha coefficient for sub-scales fluctuates between 0.70-0.74. The validity of sub-scales also fluctuates between 0.41-0.80 that is significant at $p \leq 0.02$.

2- *Emotional Intelligence:* Emotional intelligence data were obtained using the Trait Emotional Intelligence Questionnaire (TEIQue) of Petrides and Furnham (2001). The first (the primary) form of this questionnaire contains 144 items and 15 facets including adaptability, assertiveness, emotion expression, emotion management, emotion regulation, emotion perception, trait empathy, trait happiness, impulsiveness, trait optimism, relationships, self-motivation, self-esteem, social awareness and stress management. Each item in this form receives a score between 1 (strongly disagree) and 7 (strongly agree) and the questionnaire's total score is obtained by the sum of scores obtained in each facet.

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Table 2 shows the calculated validity and reliability of Petrides and Furnham TEIQue facets for managers and staff at the Red Cross Society of Fars province. As it can be seen, the alpha coefficient for facets fluctuates between 0.70-0.74. The validity of facets also fluctuates between 0.59-0.82 that is significant at $p \leq 0.04$.

Table 1: The Validity and Reliability of Organizational Commitment Questionnaire using the Cronbach's Alpha Method and the Correlation between Sub-Classes and Total Score

Items	Reliability (Cronbach's Alpha)	Validity (Correlation between Sub-Scales and Total Score)
Affective	0.74	0.80 p = 0.0001
Continuance	0.70	0.55 p = 0.0001
Normative	0.70	0.41 p = 0.02

Table 2: The Validity and Reliability of TEIQue using the Cronbach's Alpha Method and the Correlation between Facets and Total Score

Items	Reliability (Cronbach's Alpha)	Validity (Correlation between Sub-Scales and Total Score)
Emotion Perception	0.70	0.75 p = 0.0001
Emotion Management	0.72	0.71 p = 0.0001
Social Awareness	0.70	0.59 p = 0.04
Trait Optimism	0.74	0.82 p = 0.0001

Organizational culture: This concept was measured using the Robbins questionnaire (2000) that includes 27 items assessing 10 dimensions of organizational culture. Each item receives a score of 1 (strongly agree) to 4 (strongly disagree) based on a 4-degree Likert scale.

Table 3 shows the calculated validity and reliability of Robbins questionnaire sub-scales for managers and staff at the Red Cross Society of Fars province. As it can be seen, the alpha coefficient for sub-scales fluctuates between 0.60-0.90. The validity of sub-scales also fluctuates between 0.59-0.79 that is positive and significant at $p \leq 0.0001$.

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Table 3: The Validity and Reliability of Organizational Culture Questionnaire using the Cronbach's Alpha Method and the Correlation between Sub-Scales and Total Score

Items	Reliability (Cronbach's Alpha)	Validity (Correlation between Sub-Scales and Total Score)
Risk-taking	0.90	0.59 $p = 0.0001$
Creativity	0.79	0.79 $p = 0.0001$
Identification	0.62	0.70 $p = 0.0001$
Integrity	0.84	0.73 $p = 0.0001$
Control	0.60	0.66 $p = 0.0001$
Leadership	0.65	0.60 $p = 0.0001$
Manager support	0.60	0.76 $p = 0.0001$
Reward	0.72	0.63 $P = 0.0001$
Adaptation	0.63	0.79 $p = 0.0001$
Communication	0.82	0.66 $p = 0.0001$

Findings Related to the Main Research Question:
Is it possible to predict various dimensions of organizational commitment using dimensions of emotional intelligence and organizational culture?

The synchronous multiple regression method was used in order to answer this question. Results can be seen in tables 4 to 9.

According to table 4, organizational culture dimensions predicted 11 percent of affective dimension of organizational commitment variance. Creativity with a regression coefficient of 0.34 at 0.007 level of significance, was the only positive and significant predictor of affective commitment. Other organizational culture dimensions could not predict affective commitment.

Table 4: Results of Regression Analysis for Affective Commitment and Organizational Culture Dimensions

Variables	R	R^2	Standard β	t	Level of Significance
Risk-Taking			0.05	0.43	ns[*]
Creativity			0.34	2.79	0.007
Identification			0.17	1.60	ns
Integrity			- 0.09	0.67	ns
Control			- 0.08	0.75	ns
Leadership	0.44	0.11	- 0.05	0.58	ns
Manager Support			- 0.08	0.77	ns
Reward			0.12	0.85	ns
Adaptation			0.08	0.65	ns
Communication			0.09	0.83	ns

[*] Non-significant

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According to table 5, organizational culture dimensions predicted 69 percent of continuance dimension of organizational commitment variance. Integrity with a regression coefficient of 0.57 at 0.0001 level of significance, was the strongest predictor of continuance commitment while adaptation with a regression coefficient of 0.04 was the weakest predictor of it. Risk-taking, creativity, identification, manager support and communication could not predict continuance commitment.

Table 5: Results of Regression Analysis for Continuance Commitment and Organizational Culture Dimensions

Variables	R	R^2	Standard β	t	Level of Significance
Risk-Taking			- 0.02	0.85	ns[*]
Creativity			0.04	1.90	ns
Identification			0.02	1.07	ns
Integrity			0.57	21.77	0.0001
Control	0.98	0.69	0.54	25.42	0.0001
Leadership			0.48	28.16	0.0001
Manager Support			0.03	1.87	ns
Reward			0.07	2.55	0.01
Adaptation			0.04	2.20	0.05
Communication			0.001	0.04	ns

[*] Non-significant

According to table 6, organizational culture dimensions predicted only 0.05 percent of normative dimension of organizational commitment variance interacting with each other but none of them could predict normative commitment by its own.

Table 6: Results of Regression Analysis for Normative Commitment and Organizational Culture Dimensions

Variables	R	R^2	Standard β	t	Level of Significance
Risk-Taking			0.05	0.43	ns[*]
Creativity			0.21	1.66	ns
Identification			0.09	0.84	ns
Integrity			0.23	1.65	ns
Control	0.36	0.05	- 0.15	1.29	ns
Leadership			0.16	1.68	ns
Manager Support			- 0.11	1.02	ns
Reward			- 0.22	1.48	ns
Adaptation			0.12	0.88	ns
Communication			- 0.16	1.39	ns

[*] Non-significant

According to table 7, the emotional intelligence dimensions predicted 5 percent of affective dimension of organizational commitment variance. Trait optimism with a regression coefficient of 0.37 at 0.002 level of significance, was the only positive and significant predictor of affective commitment. Other emotional intelligence dimensions could not predict affective commitment.

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Table 7: Results of Regression Analysis for Affective Commitment and Emotional Intelligence Dimensions

Variables	R	R^2	Standard β	t	Level of Significance
Emotion Perception			- 0.09	0.77	ns[*]
Emotion Management			- 0.13	1.07	ns
Social Awareness	0.29	0.05	0.004	0.03	ns
Trait Optimism			0.37	3.12	0.002

[*] Non-significant

According to table 8, the emotional intelligence dimensions predicted 6 percent of continuance dimension of organizational commitment variance. Emotion perception with a regression coefficient of 0.29 at 0.01 level of significance was a positive and significant predictor of continuance commitment. Social awareness with a regression coefficient of – 0.25 at 0.04 level of significance was also a negative and significant predictor of continuance commitment. Emotion management and trait optimism could not predict continuance commitment.

Table 8: Results of Regression Analysis for Continuance Commitment and Emotional Intelligence Dimensions

Variables	R	R^2	Standard β	t	Level of Significance
Emotion Perception			0.29	2.55	0.01
Emotion Management			- 0.05	0.39	ns[*]
Social Awareness	0.21	0.06	- 0.25	2.01	0.04
Trait Optimism			- 0.11	0.92	ns

[*] Non-significant

According to table 9, the emotional intelligence dimensions predicted 12 percent of normative dimension of organizational commitment variance. Emotion perception with a regression coefficient of 0.47 at 0.0001 level of significance, was the only positive and significant predictor of normative commitment. Other emotional intelligence dimensions could not predict affective commitment.

Table 9: Results of Regression Analysis for Normative Commitment and Emotional Intelligence Dimensions

Variables	R	R^2	Standard β	t	Level of Significance
Emotion Perception			0.47	4.26	0.0001
Emotion Management			- 0.09	0.74	ns[*]
Social Awareness	0.39	0.12	- 0.18	1.54	ns
Trait Optimism			- 0.13	1.18	ns

[*] Non-significant

Conclusion
Organizational commitment is in fact a kind of attachment and dependency to the organization that is usually realized due to an individual's need to the organization and the moral obligation he/she feels towards it. Investigating the relationship between organizational culture dimensions and affective commitment showed that only creativity was a positive and significant predictor of affective commitment. This could be attributed to type of activities done by the Red Crescent Society that are relief operations most of the time, in which the creativity plays a critical role in its speeding. Considering the relationship between organizational culture dimensions and continuance commitment that showed satisfying the needs of individuals by the organization, it can be said that the Red Crescent Society acts satisfactorily in terms of financial and welfare payments to its employees and always pays the welfare benefits to its employees

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and managers on different occasions, the impact of which can be seen in continuance commitment prediction by organizational culture dimensions. In terms of normative commitment and the relationship of organizational culture dimensions with it, it can be concluded that if employees are not concerned with issues such as financial benefits, job acquisition or working in other organizations, they are less likely to stay in the Red Crescent Society and it can be heard in their talks too.

Findings showed that among the organizational culture dimensions, creativity was the only positive and significant predictor of the affective commitment. Integrity was the strongest and adaptation was the weakest predictor of the continuance commitment.

Risk-taking, creativity, identification, manager support and communication could not predict the continuance commitment. None of the organizational culture dimensions could predict the normative commitment. Among the emotional intelligence dimensions, trait optimism was the only positive and significant predictor of the affective commitment.

Emotion perception was the positive and significant predictor of the continuance commitment while social awareness was the negative and significant predictor of it. Emotion management and trait optimism could not predict the continuance commitment. The emotional intelligence dimensions could additionally predict the normative commitment and emotion perception was the only positive and significant predictor of the normative commitment.

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