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## **IMPACT OF EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL COMMITMENT OF NURSES IN THE PUBLIC HOSPITALS OF SANANDAJ**

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### **ABSTRACT**

The purpose of this research was to impact of emotional intelligence on organizational commitment in nurses of the public hospitals of Sanandaj. This research method is descriptive–correlation. The population of this study was the nurses of the public hospitals of Sanandaj (N=320). The research sample was obtained 175 individuals according to Morgan table. To collect the information was used two standard questionnaires, namely Brad berry and Greave Emotional Intelligent Measurement Test (2005), which measures 4 dimensions (Self-awareness, Self-management, Social awareness, Relationship management) and organizational commitment questionnaire by Moday *et al.*, (1979). The validity of the questionnaires was approved by 5 professors of Management and the questionnaire's reliability with Cronbach's alpha. Gathered data analyzed in two separate sections of descriptive statistics and inferential statistics (Pearson correlation coefficient, Friedman test). The results showed that meaningful and positive relationship between the dimension of emotional intelligence and organizational commitment in nurses of the public hospitals of Sanandaj.

**Keywords:** *Emotional Intelligence, Organizational Commitment, Self-Awareness*

### **INTRODUCTION**

Science has found the power and influence of emotions in human's mental life and is exploring and explaining the status of emotions in human activities, behavior and movements. In the field of intelligence study, the studies have journeyed from logical intelligence based on cognition towards emotional intelligence. Emotional intelligence is the subject that tries to explicate and interpret the status of emotions in human capabilities (Javidparvar *et al.*, 2013).

The excitement and the proper use of the Human relationships, understand their emotions and others manage them, empathize with others, and use positive Subjective feelings of the past decade as emotional intelligence, emotional or affective introduced. Emotional intelligence is another aspect of intelligence People to achieve success in all aspects of life, the role of cognitive intelligence. Roots Emotional intelligence can be Search Darwin's early work, where he recalls the excitement for survival and adaptation is the (Bar-On, 2006). Martinez (1997), considers emotional intelligence as a collection of non-cognitive skills, abilities, and capacities that strengthens the individual's ability in facing with requests and external pressures (Salovey & Mayer, 1990). Emotional intelligence is someone's ability: (a) to understand his feelings, (b) to listen to others and to feel them, and (c) to express his emotions in a productive manner (Goleman, 1998).

Daniel Goleman helped to popularize the term emotional intelligence. According to Goleman (1995 & 1998), emotional intelligence is an important factor in determining personal success as a student, teacher, parent, manager, and leader. However, hard evidence on the link between emotional intelligence and leadership is sparse (Nawi & Redzuan, 2011). According to Goleman (1998) emotional intelligence (EI) involves knowing and managing one's emotions, empathizing with others and maintaining satisfying relationships. Goleman (1998) identified four domains of emotional intelligence namely: 1) Self-awareness: it is the ability of an individual to be in tune with her or his own feelings and to recognize the impact of her or his feelings have on others. The emotional competencies that underlay this dimension are

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emotional self-awareness, accurate self-assessment and self-confidence. 2) Self-management: it is the ability to keep negative emotions and impulsive behavior under control, stay calm and unflappable even under stressful situations, maintain a clear and focused mind directed on accomplishing a task. The required sub-dimensions included in this dimension are optimism, self-control, transparency and adaptability. 3) Social awareness: it is the ability to read or sense other people's emotions and how they impact on the situations of interest and concern. The competencies for this dimension include empathy, organizational awareness and service.

4) Relationship management: it is the ability to influence, guide and handle other people's emotions. the competencies that under pins this dimension includes inspirational leadership, influence, developing others, catalyst change, conflict management, teamwork and collaboration (Noorman *et al.*, 2012).

In the organization, emotional intelligence is the one of important measurement for a successful life to someone and eventually will lead to success of organization (Kahtani, 2013).

Then, Singh (2001) said that the application of emotional intelligence can give support to manager and employee to use the emotional intelligence to manage their self, the relationship between others and to recognize and understand about emotions. In addition, according Kedri (2001), emotional intelligence will also help a person become more balance in terms of intellectual, emotional, physical and spiritual (Kahtani, 2013).

On other side, Organizational Commitment (OC) has been a popular topic of research in organizational behavior. OC refers to the strength of an employee's involvement in and identification with the organization. Allen and Meyer (1997) define OC as a psychological condition that relates the criteria in the employee relationship in the organization and the implications on the decision to remain in the organization. This means that committed employee will remain in the organization as compared to non-committed employee (Normala, 2010).

There are three main dimensions in organizational commitment. The dimensions are normative commitment, continuance commitment and affective commitment (Meyer & Allen, 1991).

\_ Normative commitment – The level of employee's feelings of obligation to remain with the organization.

\_ Affective commitment – Level of affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in the organization.

\_ Continuance commitment – The level of tendency to engage in consistent lines of activity (Becker, 1960).

The most important and significant factor in achieving the goals in an organization are human power and undoubtedly, the enhancement and success of each organization depend on its human power. Today, those organizations are successful that have powerful and commitment personnel. The employees who emphasize on efficiency increase and client-based factors hence can ameliorate the works and systems efficiency. The existence of loyal human power and adjusted with organization goals and values which are beyond the duties of employees, not only enhances the performance level, but also heighten the validity of the organization and, therefore; provide the development of situation. On this basis, it can be declared that, among the numerous factors affecting individual's performance and commitment, emotional intelligence and job satisfaction have a better and more significant role in increasing individual commitment in organizations (Gholami *et al.*, 2013).

Various studies have shown that emotional intelligence is positively related to organizational commitment (Lordanoglou, 2008; Guleryaz *et al.*, 2008; Ghomri, 2009). Findings of research by koshtegar and Rezayian (2008) showed that emotional intelligence has a significant relationship with organizational commitment. The dimensions of emotional intelligence (emotional self-awareness, self-management, social awareness and relationship management) as well as managing relationships showed the greatest impact on organizational commitment.

Mirza (2010) Conducted a study titled "the relationship between emotional intelligence and work attitudes of physical education experts in Iran that", that findings showed emotional intelligence has a significant relationship with the three components of organizational commitment (affective commitment,

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continuance, and normative). Research findings of Khashi & Sorjani (2010) showed that emotional intelligence and mental health with organizational commitment and results of regression analysis showed that emotional intelligence and mental health in a positive and meaningful way can predict employed organizational commitment.

It is important for managers of healthcare organizations to assess the impact of these various influences on the way their employees view their jobs, and address these challenges to the thinking, recruitment, motivation, and retention of their productive staff. Lack of any of these elements of work commitment may account for employee absenteeism, turnover, reduced effort, and job dissatisfaction (Morrow, 1993). In order to compete successfully in the healthcare environment, and attract and retain the most qualified and experienced nurses, it is important for organizations to implement strategies that increase job involvement and organizational commitment (Brown, 2002). Committed nurses render a high quality services to the patients and resulted to continuous improvement in quality. So, In this study we will review the impact of emotional intelligence on organizational commitment of nurses of the public hospitals of Sanandaj.

### Research Hypotheses

#### Main Hypothesis

H. Emotional intelligence has effect on organizational commitment of nurses of the public hospitals of Sanandaj.

#### Sub-Hypotheses

H1. Self-awareness has effect on organizational commitment of nurses of the public hospitals of Sanandaj.

H2. Self-management has effect on organizational commitment of nurses of the public hospitals of Sanandaj.

H3. Social awareness and security has effect on organizational commitment of nurses of the public hospitals of Sanandaj.

H4. Relationship management has effect on organizational commitment of nurses of the public hospitals of Sanandaj.

### The Conceptual Model of the Survey

The conceptual model of the survey is shown in figure 1.

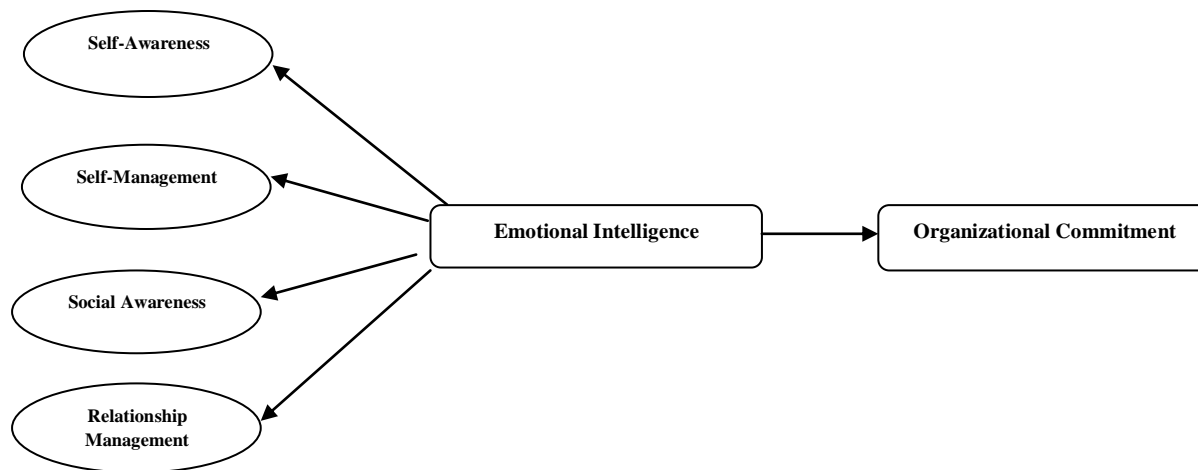


Figure 1: The Conceptual Model

### MATERIALS AND METHODS

This research method is descriptive – correlational. The population of this study was the Employees of nurses of the public hospitals of Sanandaj (N=320). The research sample was obtained 175 individuals according to Morgan table. The data gathering instruments employed in the study were two standard

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questionnaires, namely Bradberry and Greave Emotional Intelligent Measurement Test (2005), which measures 4 dimensions (Self-awareness, Self-management, Social awareness, Relationship management) and organizational commitment questionnaire by Moday *et al.*, (1979). The validity of the questionnaires was approved by 5 professors of Management and the questionnaires reliability with Cronbach’s alpha show in table 1. Gathered data analyzed by SPSS-20 Software in two separate sections of descriptive statistics and inferential statistics (Pearson correlation coefficient, Friedman test).

**Table 1: Cronbach's  $\alpha$  Score**

Variables	Cronbach A
Self-awareness	0.83
Self-management	0.77
Social awareness	0.79
Relationship management	0.85
Emotional intelligence	0.82
Organizational commitment	0.89

**RESULTS**

**Main Hypothesis**

There is a relation between emotional intelligence and organizational commitment of employees of nurses of the public hospitals of Sanandaj. Pearson correlation coefficient was used to test this hypothesis (Table 1). Results indicates a positive relationship between emotional intelligence and organizational commitment of employees of nurses of the public hospitals of Sanandaj ( $r = 0.76$ ). Correlation is significant at 0.05 of alpha level. In other words, as the emotional intelligence increases, the organizational commitment will increase too, and vice versa. Coefficient of determination also indicates that 58 percent of employees’ organizational commitment can be calculated by the emotional intelligence’s factors and the other 42 percent can be explained by the other variables.

**Table 1: Pearson correlation test between quality of work life and organizational commitment**

	Organizational Commitment		
Emotional Intelligence	The Correlation Coefficient (R)	The Coefficient of Determination	of Sig
	.76	.58	.01

*Correlation is significant at the 0.05 level*

**Specific Hypotheses**

1- There is a relation between self-awareness and organizational commitment of employees of employees of nurses of the public hospitals of Sanandaj.

Pearson correlation coefficient was used to test this hypothesis (Table 2). Results indicates a positive relationship between self-awareness and organizational commitment employees of nurses of the public hospitals of Sanandaj ( $r = 0.58$ ). Correlation is significant at 0.05 of alpha level. In other words, as the self-awareness increases, the organizational commitment will increase too, and vice versa. Coefficient of determination also indicates that 34 percent of employee’s organizational commitment can be calculated by the self-awareness and the other 66 percent can be explained by the other variables.

**Table 2: Pearson correlation test between fair and sufficient payment and organizational commitment**

	Organizational Commitment		
Self-Awareness	The Correlation Coefficient (R)	The Coefficient of Determination	of Sig
	.58	.34	.037

*Correlation is significant at the 0.05 level*

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2- There is a relation between self-management and organizational commitment of employees of nurses of the public hospitals of Sanandaj.

Pearson correlation coefficient was used to test this hypothesis (Table 3). Results indicates a positive relationship between self-management and organizational commitment of employees of nurses of the public hospitals of Sanandaj ( $r = 0.50$ ). Correlation is significant at 0.05 of alpha level. In other words, as the self-management of employee increases, the organizational commitment will increase too, and vice versa. Coefficient of determination also indicates that 25 percent of employee’s organizational commitment can be calculated by the self-management and the other 75 percent can be explained by the other variables.

**Table 3: Pearson correlation test between providing growth opportunity and continuous security and organizational commitment**

	Organizational Commitment		
Self-Management	The Correlation Coefficient (R)	The Coefficient of Determination	of Sig
	.50	.25	.025

*Correlation is significant at the 0.05 level*

3- There is relation between social awareness and organizational commitment of employees of nurses of the public hospitals of Sanandaj.

Pearson correlation coefficient was used to test this hypothesis (Table 4). Results indicates a positive relationship between observance of law in organization and organizational commitment of employees of nurses of the public hospitals of Sanandaj ( $r = 0.71$ ). Correlation is significant at 0.05 of alpha level. In other words, as the quality of employee’s work life increases, the organizational commitment will increase too, and vice versa. Coefficient of determination also indicates that 51 percent of employee’s organizational commitment can be calculated by the social awareness and the other 49 percent can be explained by the other variables.

**Table 4: Pearson correlation test between observance of law in organization and organizational commitment**

	Organizational Commitment		
Social Awareness	The Correlation Coefficient (R)	The Coefficient of Determination	of Sig
	.71	.51	.0155

*Correlation is significant at the 0.05 level*

4- There is relation between relationship management and organizational commitment of employees of nurses of the public hospitals of Sanandaj.

Pearson correlation coefficient was used to test this hypothesis (Table 5). Results indicates a positive relationship between relationship management and organizational commitment of employees of nurses of the public hospitals of Sanandaj ( $r = 0.57$ ). Correlation is significant at 0.05 of alpha level. In other words, as the relationship management increases, the organizational commitment will increase too, and vice versa. Coefficient of determination also indicates that 33 percent of employee’s organizational commitment can be calculated by the relationship management and the other 67 percent can be explained by the other variables.



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**Table 5: Pearson correlation test between working life social attachment and organizational commitment**

Relationship Management	Organizational Commitment		
	The Correlation Coefficient (R)	The Coefficient of Determination	of Sig
	.57	.33	.0155

*Correlation is significant at the 0.05 level*

**Results of the Friedman Test**

Results of the Friedman test show a significant difference among the average amount of one component to the other ones. Components of the emotional intelligence in order of their priorities are: self-awareness, relationship management, self-management, social awareness.

**Table 6: Results of the Friedman test**

Emotional intelligence variables	Average Rankings
self-awareness	5.45
relationship management	5.32
self-management	4.94
social awareness	4.76

**DISCUSSION**

Scholars tend to view emotional intelligence as a factor which has a potential to contribute to more positive attitudes, behaviors and outcomes (Carmeli, 2003). someone who possesses high emotional intelligence is (a) more adept at perceiving, understanding, and managing emotions; (b) more likely to solve emotional problems with less effort; (c) more open and amenable in social interaction; (d) less prone to negative or problem behaviors; and (e) more proficient at articulating goals (Mayer *et al.*, 2004). On the other hand, EI plays a significant part in assisting the managers and employees to manage dynamic change in the business environment (Rafiq *et al.*, 2011). So, the purpose of this research was examining the relation between emotional intelligence and organizational commitment among nurses of the public hospitals of Sanandaj.

The results of analyzing the main hypotheses show there is a positive and significant relationship between emotional intelligence and organizational commitment of nurses of the public hospitals of Sanandaj; i.e. by increasing emotional intelligence, organizational commitment of the nurses will increase. This result is in consistence with the findings of the other researchers (Lordanoglou, 2008; Guleryaz *et al.*, 2008; Rezaeian & Koshtegar, 2008; Ghomri, 2009; Mirza, 2010; Sorjani, 2010). So, there is an urgent need to improve the emotional intelligence of nurses of the public hospitals of Sanandaj. Thus we result the managers of the Public Hospitals of Sanandaj should try to improve the emotional intelligence of their employees to increase their organizational commitment.

The results of analyzing the first hypotheses show there is a positive and significant relationship between self-awareness and organizational commitment of nurses of the public hospitals of Sanandaj; i.e. by increasing self-awareness, organizational commitment of the nurses will increase. This result is in consistence with the findings of the other researchers (Rezaeian & Koshtegar, 2008). So, there is an urgent need to improve the self-awareness of nurses of the public hospitals of Sanandaj. Thus we result the managers of the public hospitals of Sanandaj should try to improve the self-awareness of their employees to increase their organizational commitment.

The results of analyzing the second hypotheses show there is a positive and significant relationship between self-management and organizational commitment of nurses of the public hospitals of Sanandaj; i.e. by increasing self-management, organizational commitment of the nurses will increase. This result is in consistence with the findings of the other researchers (Rezaeian & Koshtegar, 2008). So, there is an

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urgent need to improve the self-management in among nurses of the public hospitals of Sanandaj. Thus we result the managers of the public hospitals of Sanandaj should try to improve the self-management of their employees to increase their organizational commitment.

The results of analyzing the third hypotheses show there is a positive and significant relationship between social awareness and organizational commitment of nurses of the public hospitals of Sanandaj; i.e. by increasing social awareness, organizational commitment of the employees will increase. This result is in consistence with the findings of the other researchers (Rezaeian & Koshtegar, 2008). So, there is an urgent need to improve the social awareness in among nurses of the public hospitals of Sanandaj. Thus we result the managers of the Public Hospitals of Sanandaj should try to improve the social awareness of their employees to increase their organizational commitment.

The results of analyzing the fourth hypotheses show there is a positive and significant relationship between relationship management and organizational commitment of employees of nurses of the public hospitals of Sanandaj; i.e. by increasing relationship management, organizational commitment of the employees will increase. This result is in consistence with the findings of the other researchers (Rezaeian & Koshtegar, 2008). So, there is an urgent need to improve the relationship management in among nurses of the public hospitals of Sanandaj. Thus we result the managers of the public hospitals of Sanandaj should try to improve the Relationship management of their employees to increase their organizational commitment.

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