

The Relationship between Emotional Intelligence and Organizational Commitment

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ABSTRACT

This study investigates the relationship between the emotional intelligence and organizational commitment in the Ministry of Youth and Sports Malaysia Office. The purpose of the research is to fill in the research gap and investigate the relationship between the emotional intelligence and organizational commitment in the Malaysian context particularly in the public sector. This research uses a quantitative research method where a total amount of 200 questionnaires were distributed. The result was analyzed by using the descriptive statistical test, the reliability test, Pearson Correlation and Regression analysis from a sample size of 193 government employees. The results indicated that there was significant relationship between the emotional intelligence and organizational commitment. The findings of the results from regression analysis of 193 employees indicated that Self-awareness was the most dominant of emotional intelligence dimensions. Moreover, the findings also indicated all dimensions, i.e., self-awareness, social awareness, self-management, and relationship management had positive significant relationship with organizational commitment. The practical implication of this study to provide knowledge and information to the government employees to enhance job efficiency level by applying the concept of emotional intelligence, hence increasing employees' performance and productivity.

Keywords: Emotional Intelligence, Organizational Commitment

INTRODUCTION

Organization's widespread presence in all aspects of social life and management's role in them has been spread so much that has turn management into the most important and complicated human science subject (Gardner, 2010). Organizational commitment is one of the intangible factors that influence staff performance for loyal human force who is committed to and adjusted

with organizational goals and values is ready to perform even beyond his or her job described responsibilities; though the existence of such force would associated with performance level increase and absence level decrease, delay and service abandonment and will increase organization's credit in society and finally develops it (Norsidah, 2008). Employee commitment seems to be a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work by. They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long – term members of the organization. An attractive job offer elsewhere is very likely to result in their departure (Mechanic, 2014).

In today's complex situation, organization both public and private sector have to manage change in an effective way. In a way, emotional Intelligence plays a critical role in helping the managers and employees to cope with this dynamic change in the business environment (Hossein and Hakimeh, 2015). Application of emotional intelligence supports the managers and employees to recognize and understand emotions and using emotional intelligence to manage oneself and his/her relationship with others. Organizations tend to employ forces that in addition to being skilful and effective are loyal and committed to organizations goals and benefits. For this matter, emotional intelligence can be used, since it incorporates logic and emotions and tie together with organizational commitment.

Previous studies on the public sector have found that the commitment among civil servants was low compared to private sector workers (Trincherro, Borgonovi and Farr-Wharton 2014). Lack of commitment among workers can invite great loss to organizations (Marques and Galende, 2014). Workers with low levels of work commitment will have a negative impact on individuals and organizations in terms of job absence, high turnover, less innovative, less job performance and working pressure (Makhbul and Khairuddin 2014). Emotional intelligence (EI) develops throughout one's life and can be increased through training (Coetzee, 2016) It is therefore in the best interest of any company to measure current levels of EI amongst their staff, not only to plan for future selection but to pinpoint the most suitable employees for succession planning and to spot those who need to develop their overall emotional intelligence to improve their performance. Several studies have investigated the relationship between emotional intelligence and organizational commitment within firms in public and private sector. However, most researches have given little or no attention to examine this relationship in public sector especially Ministry of Youth and Sports. There is no research on the relationship between emotional intelligence and organizational commitment at Ministry of Youth and Sports (Zulkifli, 2018). Therefore, to what extend the influence of the emotional intelligence towards organizational commitment in the public sector particularly in Malaysia context?

Thus, this study aimed to examine the relationship between emotional intelligence towards organizational commitment among the executives. Furthermore, the findings obtained also aims to reveal the organization about the effect of emotional intelligence towards organizational commitment among executives.

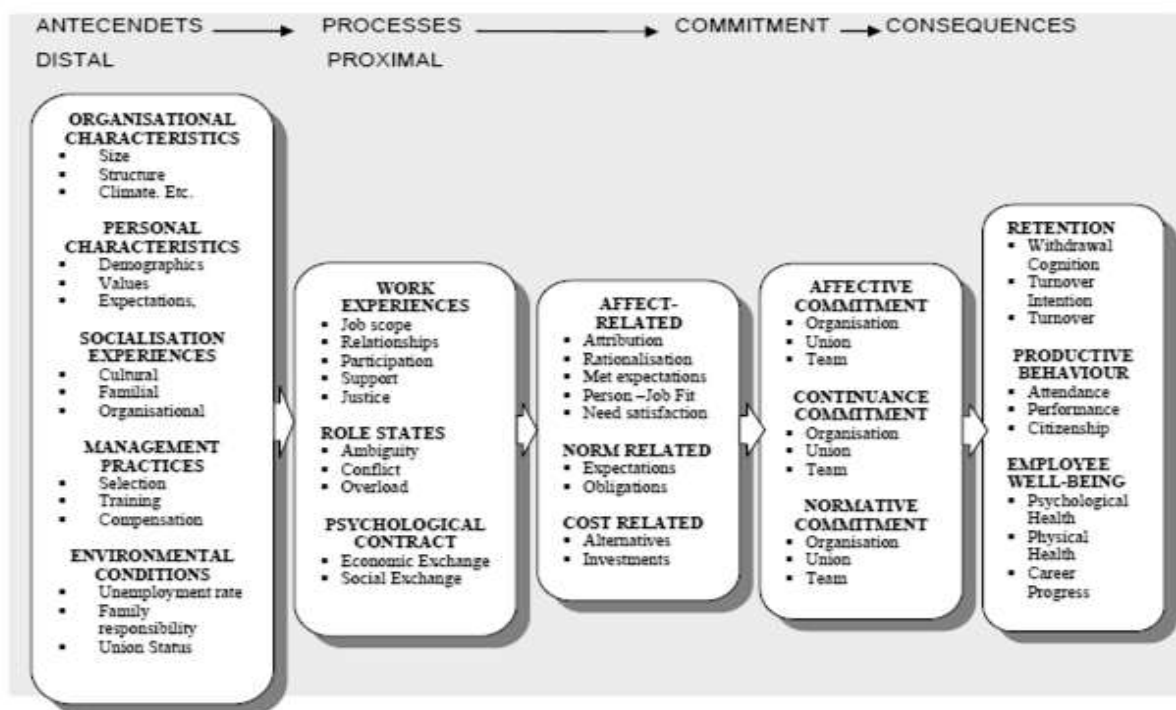
LITERATURE REVIEW

Organizational Commitment

Commitment can be defined as one's desire to remain in the organization which is a psychological bond between workers and the organizations (Daud, 2010). Organizational

commitment has an important place in the study of organizational behaviour. This is in part due to the vast number of works that have found relationships between organizational commitment and attitudes and behaviours in the workplace. Allen & Meyer (1990) present three-part model for organization commitment including normative commitment, emotional commitment and continuous commitment that in present study normative and continuous commitments are more considered. Emotional commitment refers to staffs emotional dependency to the organization, nature and their relations with the organization. Continuous commitment refers to understanding about costs of leaving the organization. Normative commitment is a reflection of sense of duty to continue serving. Staffs with high levels of normative commitment, stay in the organization due to they feel that they have to stay in the organization. Below is the Meyer & Allen (1990) tri-dimensional model to conceptualise organisational commitment in the abovementioned dimensions:

Figure 1: Organizational Commitment Model



Source: Adapted from Allen & Meyer (1990)

Emotional Intelligence

Salovey & Mayer (1990) define emotional intelligence as “the ability to monitor one's own and others' feelings, to discriminate among them, and to use this information to guide one's thinking and action.” Human resources who have the ability to communicate with each other effectively can lead the organization toward success and effectiveness. Emotional intelligence (EI) has recently attracted a lot of interest in academic research (Dev, 2012; Goleman, 2001; Schutte, 2009). Daniel Goleman is being credited for popularising the concept of emotional intelligence in 1995, when he wrote the landmark book ‘Emotional Intelligence’. He described emotional intelligence as "abilities such as being able to motivate oneself and survive in the face of frustrations; to control impulse and delay gratification; to manage one's moods and keep distress from swamping the ability to think; to empathize and to hope". Goleman's model outlines the four main constructs of emotional intelligence. The first, Self-Awareness, is the

ability to identify one's emotions and recognize their impact while using gut feelings to guide decisions. Self-Management, the second construct, involves controlling one's emotions and impulses and adapting to changing circumstances. The third construct, Social Awareness consists of the ability to sense, understand, and react to other's emotions while comprehending social networks. Finally, Relationship Management, the fourth construct, entails the ability to inspire, influence, and develop others while managing conflict (Goleman, 1998). Table 1 illustrates Goleman's conceptual model of emotional intelligence and corresponding emotional competencies. The constructs and competencies fall under one of four categories: the recognition of emotions in oneself or others and the regulation of emotion in oneself or others.

Figure 2: Emotional Intelligence Competencies

	SELF	OTHER
RECOGNITION	<p>Self-Awareness</p> <ul style="list-style-type: none"> ✓ Emotional Self-Awareness ✓ Accurate Self-Assessment ✓ Self-Confidence 	<p>Social Awareness</p> <ul style="list-style-type: none"> ✓ Empathy ✓ Service Orientation ✓ Organizational Awareness
REGULATION	<p>Self-Management</p> <ul style="list-style-type: none"> ✓ Self-Control ✓ Trustworthiness ✓ Conscientiousness ✓ Adaptability ✓ Achievement Drive ✓ Initiative 	<p>Relationship Management</p> <ul style="list-style-type: none"> ✓ Developing Others ✓ Influence ✓ Communication ✓ Conflict Management ✓ Leadership ✓ Change Catalyst ✓ Building Bonds ✓ Teamwork and Collaboration

Source: Adapted from Goleman (2001)

Linkage Between N Emotional Intelligence And Organizational Commitment

Previous studies had shown the significant relationship between emotional intelligence to organizational commitment (Salami, 2008; Naderi & Sodani, 2010; Khalili 2011; Asad, Noorman & Fuziah (2014); Hossein & Hakimeh (2015) among others. Based on the four dimensions Gouldman's model, the followings will mention the specific linkage between emotional intelligence and organizational commitment.

According to Pourkiani, Seyedi and Sarasia (2016), investigated a study the effect of self-awareness and self-regulation on organizational commitment employees of Islamic Azad University of Mashhad with mediating role of job satisfaction. In investigating the effect of self-awareness on the organizational commitment, self-awareness has a positive significant effect on organizational commitment of employees. Furthermore, a research on emotional intelligence and organizational commitment: a study among Malaysian Teachers by Mohamad and Jais (2016). The research highlight that there is a strong and significant relationship of self-awareness and organizational commitment. Hossein & Hakimeh (2015) conducted a study the relationship between managers' emotional intelligence and organizational commitment among male and female managers in governmental organizations of Iran. Research findings offer that there is relationship between emotional intelligence and organizational commitment of managers in governmental organizations of Iran. Based on the results from correlation test, show that there is a meaningful relationship between self-awareness and organizational commitment and the relationship between them is direct.

H1: Based on the above, it can be hypothesized that there is a significant relationship between self awareness and organizational commitment

Moradi and Ardahaey (2011) conducted a study explored study on the role of emotional intelligence and organizational commitment among staff and managers of the cultural organizations in Tehran. Findings indicated there is a significant relation between self-management and organizational commitment. Meanwhile, Khalili (2011) conducted a study to examining the relevance of emotional intelligence and organizational commitment among employees of small and medium enterprise (SME) in private sector. The results indicate that strong and positive influence of self-management as competencies of emotional intelligence on employees' obligation to the organization is found. Hossein & Hakimeh (2015) conducted a study the relationship between managers' emotional intelligence and organizational commitment among male and female managers in governmental organizations of Iran. Research findings offer that there is relationship between emotional intelligence and organizational commitment of managers in governmental organizations of Iran. Based on the results show that there is a meaningful relationship between self-management and organizational commitment and the relationship between them is direct.

H2: Based on the above, it can be hypothesized that there is a significant relationship between self management and organizational commitment.

Khalili (2011) conducted a study to examining the relevance of emotional intelligence and organizational commitment among employees of small and medium enterprise (SME) in private sector. The results indicate that there is a significant influence of social awareness on organizational commitment a competency of emotional intelligence on employees' obligation to the organization is found. Besides, Hossein & Hakimeh (2015) conducted a study the relationship between managers' emotional intelligence and organizational commitment among male and female managers in governmental organizations of Iran. Research findings offer that there is relationship between emotional intelligence and organizational commitment of managers in governmental organizations of Iran. Based on the results from correlation test, show that there is a meaningful relationship between social awareness and organizational commitment and the relationship between them is direct.

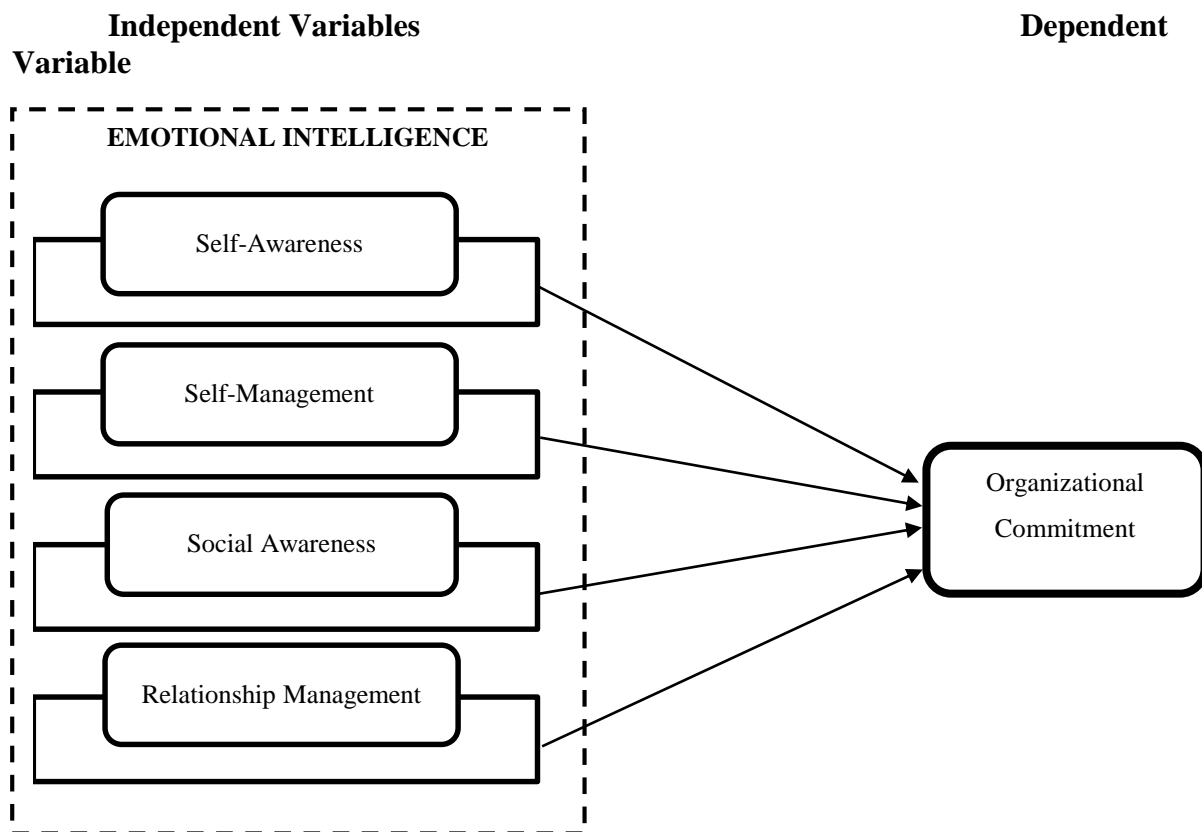
H3: Based on the above, it can be hypothesized that there is a significant relationship between social awareness and organizational commitment.

Moradi, and Ardahaey (2011) conducted a study explored study on the role of emotional intelligence and organizational commitment among staff and managers of the cultural organizations in Tehran. Findings indicated there is a significant relation between relationship management and organizational commitment. Hossein & Hakimeh (2015) conducted a study the relationship between managers' emotional intelligence and organizational commitment among male and female managers in governmental organizations of Iran. Research findings offer that there is relationship between emotional intelligence and organizational commitment of managers in governmental organizations of Iran. Based on the results from correlation test show that there is a meaningful relationship between relations management and organizational commitment and the relationship between them is direct.

H4: Based on the above, it can be hypothesized that there is a significant relationship between relationship management and organizational commitment.

Based on the previous studies as above, and adapting the Goleman's model of emotional intelligence (2001) and Allen & Meyer (1990) organizational commitment model, a research framework is developed as below:

Figure 3: Research Framework



Source: Adapted from Goleman (2001) and Meyer & Allen (1990)

METHODOLOGY

A cross-sectional quantitative survey method is used in this study. This is by collecting the information through the questionnaire provided to the respondents. The cross-sectional methods will only be conducted once and will not be entirely false to the same respondent and at the same time. The time taken to reconcile the questionnaire was for three weeks. Executive employees in Ministry of Youth and Sports will be approach through email or meeting for prior permissions for conducting research. The questionnaire will be delivered to all executives selected in Ministry of Youth and Sports from five different departments will be handed out the question papers. The population of this study consists of executives from different grades & department who worked at Ministry of Youth and Sports. Convenient sampling method was used to select the executives. The sample of study comprised 195 executives from five department namely National Department of Youths & Sports, Department of Management, Internal audit Department and Corporate Communication Department in Ministry of Youth and Sports. According to Krejcie & Morgan (1970) table, a sample size of 123 participants would be sufficient to be the representative of the 195 employees of population identified for this research.

The questionnaire is comprised of three main parts (Demographic, EI scale built based on (Goleman, 2001) and Organizational Commitment survey which is developed according to Allen & Meyer (1990). The emotional intelligence section adapted Daniel Goleman (2001) which consists of four (4) dimensions which are Self-Awareness, Self-Management, Social Awareness and Relationship Management. While the questionnaire to test organizational

commitment was measured with Organizational Commitment Questionnaire (OCQ) developed by Allen & Mayer (1990).

Prior to the actual survey, a pilot study is carried out using a quantitative approach by distributing study instruments to survey respondents. The sample involved in this pilot study was 30 respondents to identify the question items used in the questionnaire as appropriate with this study and the result is shown in Table 1.

Table 1: Pilot Test

INSTRUMENT OF RELIABILITY ANALYSIS		
Variable	No. of item	Cronbach's Alpha
Overall	25	0.888
Independent Variable:		
Emotional Intelligence		
1) Self-awareness	5	0.804
2) Self-management	5	0.834
3) Social awareness	5	0.867
4) Relationship management	5	0.845
Dependent Variable:		
Organizational Commitment	5	0.867

Data analysis is performed by using Statistical Packages of the Social Science (SPSS). Both descriptive and inferential statistics were carried out in answering the research questions of this study. Descriptive statistics is used to describe the profile of the respondents. The results obtained are presented in forms of percentages. Inferential statistics in the form of Pearson Correlation is used to determine the relationship between independent variables and organizational commitment. Stepwise multiple regression analysis is used to determine which among the independent variables are correlated significantly with dependent variable (organizational commitment) and are the significant predictors.

EMPIRICAL RESULTS

The result of this research gained was divided into two parts which are descriptive statistics and inferential statistics. A total of 140 sets of questionnaires have been distributed by researchers to respondents at the Ministry of Youth and Sports and researchers have retrieved 123 or 87.85% set of questionnaire.

Reliability Analysis

Reliability test analysis is aimed at maximizing the reliability of a study instrument studied. Table 2 as below shows the reliability analysis of both of dependent and independent variables.

Table 2: Instrument of reliability analysis (Cronbach's Alpha)

INSTRUMENT OF RELIABILITY ANALYSIS		
Variable	No. of item	Cronbach's Alpha
Overall	25	0.836
Independent Variable:		
Emotional Intelligence		
5) Self-awareness	5	0.799
6) Self-management	5	0.814
7) Social awareness	5	0.834
8) Relationship management	5	0.827
Dependent Variable:		
Organizational Commitment	5	0.782

From the above table, all Cronbach Alpha variables for all factors are at a satisfactory, high and satisfactory level. So it can be concluded here that the question posed by the researcher is reliable and it can be understood by the respondent.

Demographic Profiles

Based on the findings males significantly show higher percentage in response, where 55.3% of the respondents were males and 44.7% were females, this show that mostly those who occupy the position According to the age variable results, it was shown in the results that most of the executives are aging between (41 – 50 years) with approximately (31.9 %) and the next higher percent is for those age is between (51 – 60 years) with (29.3 %). Next, the executives aging between (31 – 40 year) with (24.4%) and the minority executives in the organisation aging between (20 – 30 years) with (14.6%). The educational level shown that most of the executives in the sample are bachelor holders with the percent of (56.9%), and (39%) were SPM/STPM/Diploma holders, and very few were Master holders (4.1%). Furthermore, in term of years of experience, as the analysis revealed that most of the executives in the sample have more than 10 years of experience in project management field with (30.1%), then (28.5%) have (1 – 5) years, next (23.6%) have (6 – 10 years) and (17.9%) exceeded below than 1 years of experience.

Descriptive Analysis

This study uses min score welding method. Table 3 shows the overall mean of the study for the relationship between self-awareness, self-management, social awareness and relationship management. The result of the questionnaire analysis showed that dependent variable of organizational commitment had high mean value (SD = 4.77) which was 4.24. Thus, respondents indicate a higher level of abilities in their emotional intelligence. That is to say, through four competencies of emotional intelligence respondents indicate much more tendency of self-awareness (mean = 4.05; S.D = 5.5), self-management (mean = 3.91; S.D = 4.89), social awareness (mean = 4.22; S.D = 4.47) and relationship management (mean = 4.25; S.D = 4.13) respectively.

Table 3: Descriptive Statistics

Descriptive Analysis				
	N	Mean value	Standard deviation	Score level
Independent Variable:				
Self-awareness	123	4.0533	.55069	High
Self-management	123	3.9133	.48901	High
Social awareness	123	4.2200	.44675	High
Relationship management	123	4.2533	.41334	High
Dependent Variable				
	123	4.2400	.47677	High

Pearson Correlation Analysis

At this stage, the analysis method used is the Pearson Correlation method because the data used is nominal and thus can answer the question of this study. The results as shown in Table 4 reveals that self-awareness ($r = 0.344$, $p > 0.05$), self-management ($r = 0.447$, $p < 0.05$), social awareness ($r = 0.378$, $p < 0.05$), and relationship management ($r = 0.556$, $p < 0.05$) have significant positive relationship with organizational commitment. The findings are summarized in Table 5.

Table 4: Table of Pearson Correlation for Independent and Dependent Variable

Dependent Variable: Organizational Commitment			
Independent Variable:	Correlation Value	Significant Value	Relationship Management
Self-Awareness	.344**	0.000	Weak
Self-Management	.447**	0.000	Weak
Social Awareness	.378**	0.000	Weak
Relationship Management	.556**	0.000	Moderate

** . Correlation is significant at the 0.05 level (2-tailed).

Table 5: Summary Findings

	Hypotheses Statements	Remark
H1	There is a significant relationship between self-awareness and organizational commitment.	Accepted
H2	There is a significant relationship between self-awareness and organizational commitment.	Accepted
H3	There is a significant relationship between self-awareness and organizational commitment.	Accepted
H4	There is a significant relationship between self-awareness and organizational commitment.	Accepted

Table 6: Model Summary

Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	.861 ^a	.748	.738	.19783

a. Predictors: (Constant), Self-Awareness, Self-Management, Social Awareness, Relationship Management, Emotional Intelligence

Based on Table 6, the result of multiple regression analysis is carried out with the variables which are correlated significantly with organizational commitment. The R-square value = 0.748 (Table 4.19). This means 74.8% of organizational commitment can be explained by (or can be accounted for) four competencies of emotional intelligence and emotional intelligence as an overall construct influences organizational commitment at the workplace.

CONCLUSION

This study was conducted to determine whether there is relationship between self-awareness, self-management, social awareness and relationship management and organizational commitment among executives at the Ministry of Youth and Sports, Malaysia. In this study, empirical evidence indicates that overall emotional intelligence i.e., self-awareness, self-management, social awareness and relationship management) has statistically positive and significant influence on organizational commitment. There is a significant influence of an overall emotional intelligence on organizational commitment, and employees who have more emotional intelligence are more committed to the organization, hence, emotional intelligence is one of the most important factors that must be measured within organizations especially when firms need to evaluate strengths and weaknesses of workforce in response to change.

While employees' emotional intelligence impact positively on their obligation to an organization, it is necessary to investigate the benefits of educating emotional intelligence competencies within an organization. In so doing, some of the human resource strategies must focus on training employees to control and increase their emotional intelligence abilities. The findings from this study reinforce the need for continued exploration of employees' emotional intelligence impact on their organizational commitment, especially employees in private sector. It is hoped that the research findings contribute to the knowledge of emotional intelligence and organizational commitment, and stimulate more questions than are answered in this manuscript.

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