The Investigation of the Relationship between Emotional Intelligence, Job Satisfaction and Organizational Commitment of Personnel in Banks and Financial Institutions of Darrehshahr City

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ABSTRACT

Today, consideration of human efficiency and job productivity in a normal level is of utmost importance. And for this reason attention to factors interfering in this field is of highly importance. The current study has been conducted on the basis of the investigation of the relationship between emotional intelligence, job satisfaction and organizational commitment of personnel in banks and financial institutions of Darrehshahr city. The theoretical framework of this research was inferred based on topic, selection and research hypotheses. The data were gathered via questionnaire measurement. The statistical society of this research included all banks and financial institutions employees of Darrehshahr city. The sample consisted of 200 subjects who were randomly selected based on Kokaran formula and interviewed. Then, the data were analyzed via SPSS. The data obtained revealed that there is a meaningful difference between job satisfaction and organizational commitment and emotional intelligence and these hypotheses were verified, but there was no meaningful relationship between emotional intelligence and job satisfaction. Therefore, this hypothesis was rejected.

INTRODUCTION

Efficiency increase and affectivity has always been one of the most controversial and important issues of organizations managers.

With current century alternations and entering the organizations into a knowledge based economics, human power enjoyed high importance and consideration [18].

In reality, human resource, is the most vital and the most basically strategy for organization efficiency and affectivity and will lead to the society promotion and development [19]. Now that the importance of personnel, as one of the most important sources has been recognized, their behavior also can be considered important and; unquestionably, the role of human power in society affairs promotion as the most effective in economics, social and cultural development is of utmost important since if an organization has the highest sources and the best services and technology but lacks a productive and motivated human power it won't lead to a purposeful way. As a matter of fact, numerous factors affect individual's efficiency in an organization which among them emotional intelligence and job satisfaction are worth mentioning. On this basis, and with consideration of the importance of this category, the present study is an attempt to investigate the relationship between emotional intelligence, job satisfaction and organizational commitment of banks and financial institutions personnel in Darrehshahr city.

Statement of the Problem:

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 [1]. 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 [6]. 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. Emotional intelligence helps creating motivation in work environments, personnel satisfaction, efficient management, helpful perspective for future and access to organizations development, moreover; in human source management, job satisfaction is also considered as one of the important typical in organizational behavior. Since banking system, as one of the most sensitive jobs, has numerous personnel having the required capability and commitment, undoubtedly, it affects their achievement and efficiency. The present study deals with to determining and investigating the relationship between emotional intelligence, job satisfaction and organization commitment and answer this question that whether there is a meaningful relationship between emotional intelligence, job satisfaction and personnel organization commitment or not.

Research aims:
- The investigation of the relationship between job satisfaction and organization commitment.
- The investigation of the relationship between emotional intelligence and organization commitment.
- The investigation of the relationship between emotional intelligence and job satisfaction.

Concepts Definition:

Emotional intelligence:
Emotional intelligence roots in social intelligence concept which was used for the first time by Thorndike in 1920. To him, social intelligence represents the capability of understanding and managing individual in human relations [17]. Peter Solovey and John Mayer in 1990, considered emotional intelligence as a kind of processing the emotional information which include true emotional judgment in self and others, expressing proper emotions and regulating adjustable of emotions [12].

Consideration of emotions and their proper applications in human relationship, understanding emotions of self and others, concordance with others and positive use of emotions is a topic introduced as emotional intelligence and emotions in the last decade, and it's background can be seen in Veksler theories who believed that in spite of intelligence, non-intelligence factors also determine intelligent behaviors [9].

In 1998, Daniel Goleman defined emotional intelligence in this manner that: emotional intelligence is another kind of intelligence which encompasses recognition of self-emotion understanding and the use of it for decision making in life. Put it another way, emotional intelligence indicates the desired moods, mental situation an controlling tensions, and in reality, it is a factor which creates a kind of hope while ones becomes depressed [2].

Organization commitment:
The organization commitment can be defined as the ability of individual's recognition conjugated with activities and corporations in an organization [7].

Organization commitment concept encompasses three distinctive terms: affective commitment, continuance commitment, and normative commitment. Affective commitment is defined as the emotional attachment to an organization; continuance commitment is defined as the financial attachment to an organization and normative commitment emphases on bounding emotional to staying in an organization [16].

Organization commitment is an approach which states organization members, to what extent determine their own identity and how much are challenged with it. When individuals tend to show sacrifice then organization commitment becomes meaningful [3].

Job satisfaction:
Job satisfaction has for more than four decades which expanding has been the focus in organization researches as is known as a many dimensions concept. The amount of witnessed relationship between what the person wants from his job with what the job and organization have offered to him the job satisfaction has been defined [10].

Review of the research:
In the last years, with regard to emotional intelligence, job satisfaction and organization commitment whether at home or abroad numerous studies have been done [10]. In this part we will briefly mention to some most recent researches.

In one study entitled as the investigation of relationship between emotional intelligence, job satisfaction and organization commitment among private factory personnel in Shiraz city conducted by Ostwar et al in 1387, 200 personnel were randomly selected and evaluated. The results showed that there was a meaningful relationship between emotional intelligence and job satisfaction emotional intelligence and organization commitment, job
satisfaction and organization commitment. There was also multi-relationship between emotional intelligence with job satisfaction and emotional intelligence with organization commitment in which emotional intelligence predicts 16 percent of job satisfaction and emotional intelligence predict 14 percent of organization commitment variance [13].

In another similar study named as the investigation of the relationship between emotional intelligence and organization commitment done by Dr. Ali Rezaian et al, the sample consisted of 84 subjects from Maskan (Adobe) bank. The results revealed that there is a positive and meaningful relationship between emotional intelligence and organization commitment of personnel. Among emotional intelligence (emotional self-awareness, self-managing, social awareness and relationship management) the relation management had mostly affected organization commitment ($r=0.73$) [17].

In one other research done by Mohammad Tabar et al in 1390 as the investigation of the effects of citizenship behavior, emotional intelligence on job satisfaction of the personnel of “seven diamonds” company, the sample consisted of 227 subjects. The results showed that the organization citizenship behavior and emotional intelligence affected job satisfaction.

Emotional intelligence interpreted 76 percent of the job satisfaction. There was a meaningful relationship between job satisfaction and education level, but there was no meaningful relationship between the two genders from job satisfaction point of view [11].

Goliruz, Guni, Misski Aydin, and Assan in one project which aimed at investigation of the effect of emotional intelligence and it's aspects on job satisfaction and organization commitment of nurses, found that emotional intelligence was considerably related to job satisfaction and organization commitment [7].

The result of this research showed that there was a meaningful relationship between emotional intelligence and job satisfaction [15].

In a research in 2009, Othman & Anugerah named as "the investigation of the relationship of commitment and job success and the mediator role of commitment in relationship to emotional intelligence" came to the conclusion that individuals having a high emotional intelligence have a higher commitment to their jobs can better predict job satisfaction results [14].

**Theoretical framework:**

In this study, with regard to emotional intelligence, the Goleman model has been applied. This researcher believes that the amount of emotional intelligence is the determining of the potential ability for applied skills.

The Goleman model emotional intelligence in four general and broad capabilities is stated as follows:

1. Self-awareness: The ability of emotional understanding and strength and weaknesses;
2. Self-managing: The ability of meaning the moods, tensions and inner potentialities;
3. Social awareness: The ability of true understanding of individuals and groups;
4. Managing relations: The ability of creating desired feedbacks in individuals.

According to him, this model can differentiate and determine the individual differences in their application in their own work place.

With regard to job satisfaction, some authorities use this concept for showing the combination of individual's emotions to components like: work identity, salary level and payment, promotion opportunities and satisfying from co-workers.

Most of the researches done view job satisfaction in relationship to organization commitment as an independent variable and consider organization commitment as a dependent variable.

Moday and his colleagues believe that job satisfaction is a kind of reaction to a special job or a topic related to one job. While commitment, is a more general reaction to organization group. Moreover, commitment in passages of time is more stable than job satisfaction [8]. In this study, to evaluate job satisfaction, a descriptive questionnaire, this questionnaire, in 1969 was ready by Smith, Kendal, and Hiolin in Cornell University, and in Iran it was translated and evaluated by Shokrkon.

As well, with regard to organization variable commitment, Porter and his colleagues defined this variable as the relative degree of identity of the person to the organization and cooperation and challenges in a special organization. The typicality used for measuring this variable include, evaluation of motivation, tend to stay in organization and determining person's identity with organization values. In this definition, organization commitment is shaped by three factors as: belief in organization goals and values, tendency to considerable attempt for the sake of organization, and the wish and strong and deep tendency for continuing membership of the organization.

In another approach by Meyer & Allen in 1991 in organization literature is more considerable the based organization commitment on the basis of three elemental which are: emotional commitment, continuance commitment, and normative commitment [8].

In this study based on Mayer and Allen theory, with combination of these three elements the research questions for organization commitment variable which included 13 kinds were posed.
Diagram 1: The conceptual model of the relationship between three elements: emotional intelligence, job satisfaction and organization commitment

According to the presented theories and their combination the following hypotheses were presented.

Hypotheses:
1. There is a meaningful relationship between job satisfaction and organization commitment.
2. There is a meaningful relationship between emotional intelligence and organization commitment.
3. There is a meaningful relationship between emotional intelligence and job satisfaction.

Research method:
This research is applied and the gathering data method was descriptive and via questionnaire. The social statistics of the research included all Darrehshahr city banks and financial institution personnel.
The sample consisted of 200 subject determined based on Kokaran model. This sample was in accordance with Ree & Parker in 1992 with 95 percent of certainty [4].
Random selection has been the procedure in the current paper. For reliability of the research questionnaire, the ideas of professors and for its stability the Alfa Kronbac were used.
The results of Kronbac Alfa indicate that the questionnaire was highly reliable.

Findings of the study:
In this part the data gathered are analyzed.
First hypothesis: There is a meaningful relationship between job satisfaction and organization commitment.
Table 1: The relationship between job satisfaction and organization commitment

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>5.842</td>
<td>1.832</td>
<td>3.189</td>
<td>.002</td>
</tr>
<tr>
<td></td>
<td>.521</td>
<td>.092</td>
<td>.495</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3.639</td>
<td>.000</td>
</tr>
</tbody>
</table>

Viewing the regressive table and step by method there is a meaningful relationship between job satisfaction and organizational commitment since sig ≤ 0.05. Therefore it is 95 percent verified on the other hand, there is a direct correlation between the two variables.
Second hypothesis: There is a meaningful relationship between emotional intelligence and organization commitment.

Table 2: The relationship between emotional intelligence and organizational commitment

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>20.105</td>
<td>2.019</td>
<td>9.958</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>.520</td>
<td>.102</td>
<td>.459</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>5.110</td>
<td>.000</td>
</tr>
</tbody>
</table>

According to the results in table 2, there is a meaningful relationship between emotional intelligence and organizational commitment since sig ≤ 0.05, therefore it is probably 95 percent verified. On the other hand, there is a direct relationship between the two variables.
Third hypothesis: There is a meaningful relationship between emotional intelligence and job satisfaction.
Table 3: The relationship between emotional intelligence and job satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>2.455</td>
<td>.003</td>
<td>3.048</td>
<td>.003</td>
</tr>
<tr>
<td></td>
<td>.005</td>
<td>.026</td>
<td>.021</td>
<td>.208</td>
</tr>
</tbody>
</table>

The findings of the table 3 show that there is no meaningful relationship between emotional intelligence and job satisfaction since $\text{sig} \geq 0.05$, so it is not verified in 95 percent level.

Conclusion:

In the competitive today's world, organizations need personnel which go beyond the requirement, because without this, organizations would not be able to develop the efficiency of performances.

As the results show, there was no meaningful relationship between emotional intelligence and organizational commitment. On the other hand, the personnel having higher emotional intelligence showed more organizational commitment.

The findings of the present study are in accordance with Ostwar et al [13], Rezaian [17], Golrioa et al [7].

In the second hypothesis, a meaningful relationship was seen between organizational commitment and job satisfaction. Put it another way, individuals having more job satisfaction in comparison to other personnel, had higher organizational commitment as well. The finding of the present research is in agreement with those of Ostwar et al [13].

In the third hypothesis, no meaningful relationship was seen between emotional intelligence and job satisfaction and this hypothesis was rejected. On the other hand, in this study, individual's emotional intelligence had no impact on their job satisfaction.

The results of the present research is not in accordance with Ostwar et al [13], Mohammadtabar [11], Golrioz et al [7], Ozturk & Deniz [15], which have been brought in historical background of the study. On the other hand, these researches, found no meaningful relationship between emotional intelligence and job satisfaction. But in this study, no relationship was found between these two variables. Individuals having higher emotional intelligence in evaluation and regulating their own special emotions in comparison to personnel with lower emotional intelligence are more adjusted. Emotional intelligence can create a desirable environmental work and affect personnel job satisfaction, the tendency of personnel to organizational commitment also increase, but the findings of the present study show that Banks personnel emotional intelligence has not affected their job satisfaction but their job satisfaction and organizational commitment was due to factors except social intelligence which have not been considered in this study.

Viewing the fact that emotion intelligence and job satisfaction affect organizational commitment, organizations are recommended to employ personnel on the basis of job which require social relationship and since emotion intelligence is increasable, create educational applied environment for personnel. As well, authorities should recognize the factors affecting on job satisfaction and try to keep personnel job satisfaction in a desired level because both emotional intelligence and job satisfaction as two key factors have a crucial role and effect on performance efficiency of the organization.

REFERENCES