

EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL COMMITMENT IN THREE INDUSTRIAL SUB-SECTORS IN RIVERS STATE

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ABSTRACT

This study examined the relationship between emotional intelligence and organizational commitment. Using data from 65 entrepreneurs, randomly drawn from three industrial sectors - tailoring, furniture and water bottling, in Rivers State, the Spearman's rank order correlation was used to measure the relationship between the components or proxies of the independent variable and the measures of the dependent variable. The results of our findings showed that there is positive and significant relationship between the two main variables of the study, namely; emotional intelligence and organizational commitment and some of the components of these variables. This signifies the necessity of attracting and employing highly emotional intelligent individuals, training them in different levels and leading them towards the application of the skills required. Paving the ground for the development and continuation of emotional intelligence within managers and the employees are also inevitable factors to be followed. It was also revealed that organizational culture moderates the relationship between emotional intelligence and organizational commitment. Hence, management must facilitate their employees by providing an organizational atmosphere where employee feel valued; receive essential support to recognize their potential to make them committed to the organization.

Keywords: Emotional Intelligence, Organization Commitment.

1.0 BACKGROUND TO THE STUDY.

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).

It is another aspect of intelligence people use to achieve success in all aspects of life. 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 (Saloveys & Mayer, 1990). It refers to 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). According to Goleman (1995 & 1998), emotional intelligence plays an important role in almost every domain from effective leadership, teamwork, partnership and vision to efficient performance of an employee. An organization that has employees who are emotionally intelligent can excel in all the relevant areas. Such organization becomes successful in retaining a staff that is motivated, productive, efficient, aligned with the business, and committed (Petrides & Furnham, 2006).

However, hard evidence on the link between emotional intelligence and commitment 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 self-awareness, self-management, social awareness, and relationship management. In the organization, emotional intelligence is one of the important measurements for a successful life of someone and eventually will lead to success of organization (Kahtani, 2013). Various studies have shown that emotional intelligence is positively related to organizational commitment (Lordanoglou, 2008; Guleryaz *et al.*, 2008; Ghomri, 2009). They proposed that there is positive relationship between the levels of Emotional intelligence and organization commitment. Cooper (1997) claimed that if emotions are well managed by others, it can help them to perform a loyalty and commitment to themselves, their organizations and groups. Based on this importance, this research aims at investigating the effect of emotional intelligence on organization commitment.

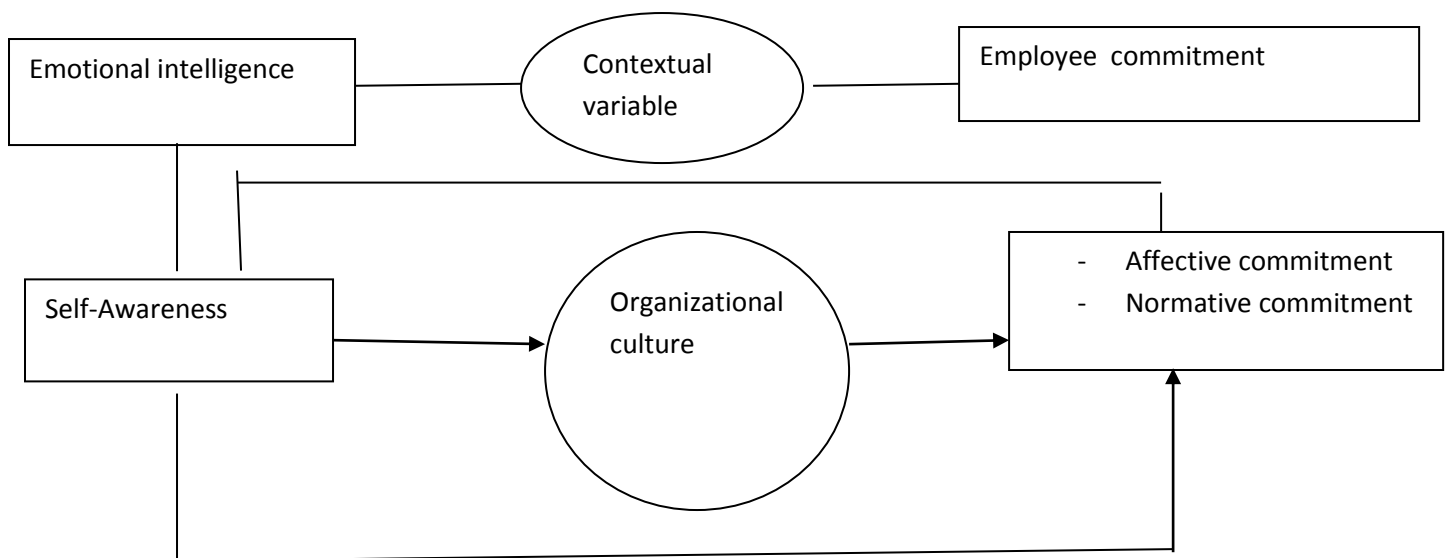
1.2 STATEMENT OF THE PROBLEM

The workplace of every person can be considered as their second home. This environment must meet the psychological and mental needs of individuals in order to expect better results of their work. If the basic needs of employees are not met, they would find fewer opportunities for addressing the needs of the higher levels and consequently they will be less able to do their duties fully and properly and eventually their innovation and productivity will reduce. According to Ghomri (2009), satisfaction with job plays a key role in increasing

productivity, commitment to organization, and morale of employees. Studies have shown that lack of organizational commitment is one of the reasons why employees leave their jobs. Given the critical role of job satisfaction, it is necessary that managers become aware of their emotions and understands other people's emotions to be able to deal effectively with employees and have a committed workforce.

However, the main problem faced by most of these sectors is the high rate of labour turnover which cause decrease in the level of commitment and productivity. Other problems include the ability to retain highly skilled and qualified employees and keep them motivated. Various studies have shown that emotional intelligence is positively related to organizational commitment (Lordanoglou, 2008; Guleryaz *et al.*, 2008; Ghomri, 2009). They proposed that there is positive relationship between the levels of EI and organization commitment. Cooper (1997) claimed that if emotions are well managed by others, it can help them to perform a loyalty and commitment to themselves, their organizations and groups. However, Evidences (Kahtani, 2013, Mayer & Salovey, 1993) have proved this aspect of human resource management has not been studied much in these industrial sub- sectors. Review of pertinent literature on emotional intelligence and organizational commitment is small generally in Nigerian context and particularly in the industrial sector (Guleryaz *et al.*, 2008). To overcome the research gap, this study intends to examine the relationships between emotional intelligence and organizational commitment amongst employees in three industrial sub-sectors in rivers state.

1.3 CONCEPTUAL FRAMEWORK.



SOURCE: Adapted from Petride (2006) and Allen and Meyer (1990)

N/B: Considering the time frame for this study, the researcher made use of only self-awareness as the measure of emotional intelligence and affective and normative commitment as the measure of employee commitment.

1.4 OBJECTIVES OF THE STUDY.

The general objective of the study is to examine effect between of emotional intelligence on employee commitment. Specifically it will-:

1. Examine the relationship between self-awareness and affective commitment.
2. Examine the relationship between self-awareness and normative commitment,
3. Examine the extent to which organization culture moderates the relationship between emotional commitment and organizational commitment.

1.5 RESEARCH QUESTIONS.

1. What is the relationship between self- awareness and normative commitment?
2. What is the relationship between self-awareness and affective commitment?
3. To what extent does organization culture moderate the relationship between emotional intelligence and organizational commitment?

1.6 RESEARCH HYPOTHESES.

Ho1: There is no significant relationship between self-awareness and normative commitment.

Ho2: There is no significant relationship between self-awareness and affective commitment.

Ho3: Organization culture does not significantly affect the relationship between self-awareness and organizational commitment.

1.7 SIGNIFICANCE OF THE STUDY.

The research work focuses on the effect of emotional intelligence on organization commitment using employees in three industrial sub-sectors (tailoring, water bottling, and furniture) in Rivers State as a case study. Theoretically, the study will add to the understanding of relevance and the effect of emotional intelligence on employees' commitment through a detailed study of employees in the context of these sectors. In practical sense, it is anticipated that the study will be of immense to managers in these sectors as it will teach them how to effectively manage the emotions of others well to enable them to be loyal and committed to the job

1.8 SCOPE OF THE STUDY.

Content scope: The research work focuses on the effect of emotional intelligence on organization commitment. The study will be confined to literature on emotional intelligence and its dimension- self-awareness and the measures of employee commitment; affective and normative commitment and the moderating variable of culture.

Geographical scope: it will seek to focus on employees in three industrial sub- sectors in Rivers State (tailoring, water bottling and furniture).

Unit level: the level of analysis for this study will be at the micro level. The study will focus on employees in these sectors.

1.9 LIMITATIONS OF THE STUDY.

Like every empirical research based on survey techniques, the present study is not void of limitations. The surveying of the population in itself is subject to criticism. The survey is based on self-reported information that is further exposed to response-bias and the study lacks the methods of controlling this so we suggest that caution should be exercised in generalizing the result. Since the study is based on some particular industries so again any attempt in generalizing the results should be made carefully. Short period of time and lack of resources might have served as the limitations of this study. The study also utilized some (not the entire) dimensions of emotional intelligence in conjunction with the criterion variable-employee commitment. This is a snap short survey of the subject matter and the findings may not be identical as in a longitudinal investigation of the same subject.

2. LITERATURE REVIEW

Concept of Emotional intelligence.

Emotional intelligence has been given ample attention over the past ten years (George, 2000). The initial definition of emotional intelligence is stated as a set of skills and abilities contributing to the appraisal of emotions, the regulation of emotions, and the use of emotions in reasoning (Mayer & Salovey, 1993). There are five listed components of emotional intelligence that an effective leader exhibits: self-awareness, social awareness, relationship management, motivation, empathy and social skills (Boyatzis, Goleman, & Rhee, 2000). For this paper, considering the time frame and cost, we would bring out self-awareness and how it affects organizational commitment.

Prior research on emotions in the workplace suggests that emotions may drive productivity gains, innovations and accomplishments of individuals, teams, and organizations (Mayer, Caruso, & Salovey, 1999). Similarly, a study on the relationship between emotional intelligence, personality and job performance found that several of the emotional intelligence subscales have a significant relationship with job performance and employee commitment (Petrides & Furnham, 2000). Eskandarpour & Amiri, (2012) examined the relationship between various dimensions of emotional intelligence and effectiveness amongst forty-four

university managers. They found out that there was a significant difference between different dimensions of emotional intelligence and their effectiveness.

According to Abraham (2000) the social relation within the organizations increases employee commitment and loyalty of the staff and since emotional intelligence highly correlates with individual's ability to cooperate with others, they seem to enjoy more commitment with their respective organization. Cote & Miners, (2006) conducted a study amongst 76 experts from different industries; the researcher came up with the idea that the staffs with High emotional intelligence were happier than others and held more commitment with their respective organizations. In similar vein, researchers (Idris, Ahmad, & Ahmad, 2011) studied the effect of emotional intelligence on employee commitment and job satisfaction amongst staff in public and private sectors and represented a high significant correlation between the two main variables. Nikolaou & Tsaousis (2002) also revealed that there was a high significant difference between the individuals with low emotional intelligence and the ones with high emotional intelligence

Concept of Employee Commitment

Employee commitment on the other hand, is one of the most frequently studied concepts in industrial organizational psychology and organizational behavior (Mowday, Steers, & Porter, 1979). Employee commitment is considered to be an important determinant of organizational effectiveness and performance. It represents the other half (with job satisfaction) of what some experts call overall job attitude (Brockner, Senior, & Welch, 2014). It has been shown by the studies that employee commitment has the potential to predict a variety of organizational outcomes, such as increased job performance, reduced turnover and withdrawal cognitions, lower absenteeism rate, and increased organizational citizenship behavior (Brown, Hillman, & Okun, 2012).

Moreover, committed employees who are highly motivated to contribute their time and energy to the pursuit of organizational goals are increasingly acknowledged as the primary asset available to an organization (Gutierrez, Candela, & Carver, 2012). Numerous definitions of Employee commitment have been offered (Meyer & Allen, 1991; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002), but the common theme of all the definitions is that the Employee commitment is the emotional bond or attachment between the employees and their organizations. It is the relative strength of an individual's identification with and involvement in a particular organization which can be characterized by three factors: a strong belief in and acceptance of the organization's goals and values which is known as affective commitment, a willingness to exert considerable effort on behalf of the organization, which is widely known as normative commitment and finally a strong desire to maintain membership in the organization, represented as continuance commitment (Stazyk, Pandey, & Wright, 2011).

In order to improve the commitment and performance of employees, it is imperative to explore the relationship of these constructs with emotional intelligence.

Relationship between Self-awareness and Affective Commitment

Self-awareness is the ability to read one's emotions and recognize their impact while using gut feelings to guide decisions (Goleman, 1998). Self-awareness or knowing what one feels is the first step to being able to manage our interactions with others. It is being aware of our emotions, understanding their cause and reflecting on the patterns of behavior which we display as a consequence of that emotion (Garner & Associates 2009). Affective commitment relates to how much employees want to stay at their organizations.

Carmeli, 2003; Vakola et al, (2004) claimed that most of the research, EI is associated with job satisfaction, high ability to solve the problem and pressure, changing orientation that are more preferable and strongly organizational commitment. Zeidner et al. (2004) proposed that individual who has more sense of emotions and have the ability to recognize the impact of her or his feelings have on others, are more successful to communicate their ideas, goals and objectives towards persuade people. This could help increase the affective commitment in the organization. According to Robinson and Rousseau (1994), employees who recognize their own feelings, emotions and excitements, compared to other ones, are more willing to maintain and keep their job and feel happier as they work with the organization. The management of felt emotion by employees may result in increase in their affective commitment to the organization by generating enthusiasm for their work (Mayer & Salovey, 1997).

Relationship between self-awareness and normative commitment

Normative commitment refers to employee's perception of their obligation to their organizations. It has to do with a willingness to exert considerable effort on behalf of the organization. When employees are aware of their emotions, listens to others and have a productive communication with employees in the organization would positively increase the ability to exert loyalty and considerable efforts to the organization. Employees with high ability to manage their emotions will be more likely than their low ability counterparts to increase their normative commitment to the organization for the duration of their employment.

Moderating effect of Organizational culture on Emotional intelligence and organization commitment

A moderating variable is helpful in explaining the causal relationship between a predictor and criterion (Baron and Kenny, 1986). Previous literature has identified that emotional intelligence and organizational commitment is significantly related but they have weak relationship (Guleryuz et al., 2008; Aghdasi, Kiamanesh and Ebrahim, 2011; Nordin, 2012). Therefore, present study hypothesises that organizational culture acts as a mediator between emotional intelligence and organizational commitment relationship.

In today's global environment, organizational culture plays an important role in the relationship between emotional intelligence and organization commitment. Becker (1982, Schein 1985:168) defined organizational culture as "a system of shared meaning held by members that distinguishes the organization from other organizations." Culture can provide stability to the organization and can also serve as a barrier to change. However, the extent to which it provides stability to the organization depends on the level of emotional intelligence of the organizational leaders.

According to Ugoani (2015:37), organizations that are more emotionally intelligent can actually increase emotional intelligent behaviors among its employees and a collective ability as long as managers focus on the right emotional intelligence competences. Bardzill and Slaski (2003), assert that "Managing organizational culture requires deep relationship management to stimulate favorable behavior from organizational members". A strong organizational culture increases behavioral consistency, thus, increases the likelihood of organization commitment. Robbins (2003) opines that "the stronger an organization's culture, the less management need to be concerned with developing formal rules and regulations to guide employee behavior. Those guides will be internalized in employees when they accept the organization culture" (p.527).

Effective Employee commitment is achieved when there is corporate culture that has strong values that support long term sustainability. In measuring the organization culture, Cameroun and Quin (2012) developed a model for assessing culture. He states that every organization has its own combination of four types of organizational cultures. They include: the clan culture (the organization encourages teamwork, participation, and consensus.), the adhocracy culture (the organization encourages individual ingenuity and freedom.), the market culture (the organizational style is based on competition) and the hierarchy culture (this is a formalized and structured work environment). From Quinn and Cameron's extensive study, it was found that most organizations have developed a leading culture style. An organization rarely has only one culture type. Quinn and Cameron found that flexible organizations are the most successful, which sometimes lead to conflicting behavior. The "best" organizations can address the competition within this framework well and use all four value sets when needed

3. METHODOLOGY

3.1 RESEARCH DESIGN

A research design provides a framework for the collection and analysis of data. A choice of research design reflects decisions about the priority being given in a range of dimensions of the research process (Bryman and Bell, 2003). It is a model of proof that allows the researcher to draw inferences concerning causal relations among the variables under investigations.

Given the nature of this research, a quantitative research design was the best design for this study. Williams and Monge (2001) suggested that quantitative research methods are appropriate when researchers wish to create a useful description about a specific topic of

study, describe general characteristics about specific measures, and calculate the probability that a specific outcome is more than chance. However, the cross sectional survey was adopted since it takes a snapshot at a situation and analyses it. The survey instrument was designed in such a way that meaningful results were achieved.

3.2 POPULATION OF THE STUDY

The target population for this study is all the employees from three selected industries (tailoring, furniture and water bottling) in Rivers State.

3.3 SAMPLE AND SAMPLING TECHNIQUES

The purpose of sampling is to identify elements or characteristics that may be used to make inferences about a larger population (Kerlinger and Lee, 2000). Fowler (2002) noted that a researcher's choice of sampling strategy depends upon the feasibility of sampling the entire population and the costs associated with reaching all members of the population. Population is the total collection of elements about which we wish to make some inference. The respondents were 65 owners/managers from three industrial sectors- Tailoring (28), furniture (22) and water bottling firms (15). The convenience sampling method was used because population was not large, hence the entire members in the accessible population was selected.

3.4 SOURCE OF DATA/DATA COLLECTION METHOD

The first data collection method was through a review of the literature. Among the sources consulted were journals, theses and dissertation abstracts, books and conference proceedings.

The second data collection method was self-administered questionnaires

3.5. OPERATIONAL MEASURES OF VARIABLES

The dependent variable to which attention is given in this study is organizational commitment. Considering the time frame, the researcher made use of affective and normative commitment. The independent variables are emotional intelligence, the researcher made use of self-awareness. Both the dependent and independent variables were measured on a 5-point Likert scales. Responses ranged from "does not apply" (scored 1point) to "always applies" (scored 5 point).

1. Dependent Variable

Employee commitment: Using Sauermann's (2007) measure of Employee commitment, the questionnaires composed of six items were measured along the dimensions of organization commitment. The six items include: (i) affective commitment: I am extremely glad that I chose to work here rather than one of the other jobs I was considering at the time I joined , For me this is the best of all possible organizations, I am proud to be part of my section/department/service for which to work. (ii) Normative commitment: Deciding to work for this organization was a mistake on my part, * I would be just as happy working for a

different organization if the work was similar, there's not much to be gained by staying with this organization indefinitely

Independent Variable

Emotional intelligence: an abridged version of the Trait emotional intelligence questionnaire (TEIQue) developed by K.V Petridis (2001) was used. The following statements were used: I'm aware of my abilities and limitations, I understand myself well, I interact well with colleagues or peers, I understand my emotions, I look at why people act the way they do, I have compassion and acceptance for others.

Organizational culture: In measuring organizational culture, model used by Quin and Cameroun (2012) was used. The following statements were used to measure culture: organization encourages teamwork, participation, and consensus, the organization encourages individual ingenuity and freedom. Formal rules and policy keep the organization together, "People are flexible and adaptable when changes are necessary." "Individuals and teams have clearly defined goals that relate to goals and mission of business." "People value and make use of one another's unique strengths and different abilities." "People know what is expected of them and understand their on other people, teams and functions." "People have access to timely and accurate information about what is actually happening in the organization and why." "Managers at all levels work as a team to achieve results for the organization

3.7 VALIDITY/RELIABILITY OF INSTRUMENT

Variable Name	N of items	Cronbach's Alpha
Organization commitment	6	0.71
Emotional Intelligence	10	0.82
Culture	6	0.80

To confirm the internal validity of the seven variables in the study, the Cronbach's alpha was used. If the value of Cronbach's alpha is close to 1, it shows that the variables are internally consistent. As can be seen from Table 1, all the factors are greater than 0.7. We can therefore rightly say that the variables are internally consistent.

4. RESULTS AND DISCUSSION

In addressing the study's hypotheses, The Spearman rank order was used to test interrelationship among all variables.

Ho1: There is no significant relationship between self-awareness and normative commitment

Correlations

			SELF_AWARENESS	NORMATIVE_COMMITMENT	AFFECTIVE_COMMITMENT
Spearman's rho	SELF_AWARENESS	Correlation Coefficient	1.000	.683**	.522**
		Sig. (2-tailed)	.	.000	.000
		N	50	50	50
	NORMATIVE_COMMITMENT	Correlation Coefficient	.683**	1.000	.813**
		Sig. (2-tailed)	.000	.	.000
		N	50	50	50
	AFFECTIVE_COMMITMENT	Correlation Coefficient	.522**	.813**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

Here we have a significant relationship between self-awareness and normative commitment with a correlation coefficient of 0.683 and a p-value of 0.000 which is less than 0.05. We would therefore reject the null hypothesis.

Ho2 There is no significant relationship existing between self-awareness and affective commitment.

Our second hypothesis has a correlation coefficient of 0.522 and a p-value of 0.000 which is also less than alpha of 0.05. Hence, we would reject the null hypothesis.

H0: 3 Culture does not significantly moderate the relationship between self-awareness and employee commitment.

Correlations

Control Variables			SELF_AWARENESS	NORMATIVE_COMMITMENT	AFFECTIVE_COMMITMENT
ORG_CULTURE	SELF_AWARENESS	Correlation	1.000	.555	.248
		Significance (2-tailed)	.	.000	.086
		df	0	47	47
	NORMATIVE_COMMITMENT	Correlation	.555	1.000	.570
		Significance (2-tailed)	.000	.	.000
		df	47	0	47
	AFFECTIVE_COMMITMENT	Correlation	.248	.570	1.000
		Significance (2-tailed)	.086	.000	.
		df	47	47	0

Here, we observe changes in all our coefficients and p-values. The relationship between self-awareness and normative commitment when culture is not introduced has a coefficient of 0.683 and a p-value of 0.000 which is less than alpha, however when culture is being introduced there is a change in the coefficient from 0.683 to 0.555. For the relationship between self-awareness and affective commitment when culture is not introduced there is a coefficient of 0.522 and a p-value of 0.000 which is also less than alpha. However, when culture was introduced the coefficient becomes 0.248 and the p-value changes to 0.086 which is higher than alpha. Therefore we reject the null hypothesis.

4.3 DISCUSSION OF FINDINGS

The results of the present study are consistent with the notion that there is a significant relationship between self awareness and organisational commitment.

This paper has identified and discussed the relationship between emotional intelligence and organizational commitment in three industrial sectors in Rivers State. The findings reveal that there is a highly positive significant and meaningful relationship between self-awareness and affective commitment. This means that employees who recognize their own feelings, emotions and excitements, compared to other ones, are more willing to maintain and keep their job and feel happier as they work with the organization. This can be in line with the findings of Zeidner et al. (2004), Mayer & Salovey, (1997).

Findings indicated that there is a positive meaningful relationship between the emotional self-awareness and normative commitment. This signifies that the employees who are able to control their feelings and excitements as a member of the organization would be willing to put much effort to promote the organizational goals.

It was also revealed that culture moderates the relationship between emotional intelligence and organisation commitment. Results showed that entrepreneurs in these three industrial subsector adopted a competitive work. Culture is introduced when there is a change in the relationship between emotional intelligence and organisation commitment, hence, it could be said that a well defined organisational culture has positive effect on the feelings and emotions of people. Thus, employees in such systems have greater chance of increasing their level of commitment to the organisation. In conclusion, the results from our findings proved that emotional intelligence have potential to influence organizational commitment.

4.4 RECOMMENDATIONS

Managers should try to increase the employees' emotional intelligence skills, specifically emotional self-awareness via delivering lectures and trainings. This surely can lead to the increase in the interest of the employees in these industrial sectors and their more energized commitment

The findings of the present research signifies the necessity of attracting and employing highly emotional intelligent individuals, training them in different levels and leading them towards the application of the skills required. In this case the employee could control and manage their feelings and excitements effectively; they can leave positive impacts on their fellow-staff, managers and the customers. This way they would enjoy higher job satisfaction and employee commitment.

Managers in these sectors must facilitate their employees by providing an organizational atmosphere where employee feel valued; receive essential support to recognize their potential by contributing to the improvement of organizational strategies, structures, policies and processes for recuperating the efficiency of the organization. Management must certify that the organization has good cultural strategies and policies that focus on supporting employee objectives and organizational goals.

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