Emotional Intelligence and Personnel Organizational Commitment

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Abstract: The present study aims to identify the relationship between emotional intelligence and organizational commitment of personnel in Salehieen Finance and Credit Institute. This research is an applied, noncausal correlative study. The statistical population of this research is comprised of all personnel working in Salehieen Finance and Credit Institute. In order to gather the required data, the researcher selects a sample of 147 people as the statistical population based on Morgan table and applies two standard questionnaires for assessing internal factors of emotional intelligence and organizational commitment and applies a relative stratified sampling. As shown by obtained results, there is a relationship between (internal factors and adaptability components) emotional intelligence and organizational commitment degree of personnel.

Key words: Emotional intelligence %Organizational commitment %Self-awareness

INTRODUCTION

All people possess some traits and features which totally form their essence. Although, some people are partly similar with each other, but two persons are not completely identical. Major traits which make difference among people are some physical and some mental traits. Psychologists sought to find answers for the below raised questions for years: Why some of people have better mental health than others? What factors make these differences? For answering these questions, it is necessary to investigate those factors which are seemingly effective on success of people. Clearly, the key to answer these questions and determining factor to predict success and prosperity is not just cognitive intelligence. Many people with high cognitive intelligence are unsuccessful, but many people with low cognitive intelligence are successful. You may know intelligent people who are not much successful because of their social inability or lack of incentive in their social lives. And you may have some friends with medium general intelligence who reached high occupational and social achievements considerably based on their abilities. Emotional intelligence can specify the difference between strong and weak leaders. Furthermore, emotional intelligence is an effective factor on efficient leaders. Note that technical skills are one of three skills required in all activities especially leadership. One of the important factors for implementing effective roles of leadership is applying emotional intelligence. Even by considering to this fact that communication skills are more important factors than technical skills and considering that there is a direct relationship between emotional intelligence and communication skills, so it can claimed that the successful managers have more emotional intelligence. As strengthening emotional intelligence is necessary for all organization levels, so strengthening emotional intelligence should be implemented in all levels so that finally it may result in educating successful managers [1].

At the present, any researches have been done in different countries and their obtained results confirming this opinion that emotional intelligence represents the image and comprehensive methods of person's abilities to achieve the success for people with high general intelligence and achieve the unexpected success for people with medium general intelligence. It is expected that psychologists combine cognitive and emotional intelligence in future for better understanding the person’s ability and closer anticipating the success and adaptability with environment (Swart, 1996). In recent decade, the scientific findings shown that emotions play significant role in our lives. Scholars found that emotional awareness and capabilities for controlling feelings are more important than intelligence quotient for determining our success in all aspects of our lives including family relations. Conscious self (ego) discovering, or in other
words, acquiring knowledge about ego is an important part of learning process. While people are happy, they can argue, infer and resolve problems better. When there are in specific biologic, experimental and cognitive conditions at the same time, in this case emotion will be occurred. Samoel J Sava believes that emotional abilities have significant roles in finding proper emotional responses against daily events, expanding insight scope and creating positive attitude towards events and emotions. Hence, those managers who can find, control and use these emotional abilities assuredly have high social support, satisfaction and mental health. In finance institutes especially in banks, positive behavior and attitude of personnel will attract the customers’ satisfaction and consequently can preserve them, but this behavior should be developed. It should be noted that bank personnel contact with all the people every day and clients see them as bank. Organizational commitment has been noticed considerably in organizational studies since seventy decade. In behavioral sciences, many researches and definitions have been done about organizational commitment such as Mavdy, Stirz and Porter have determined three interrelated constituents of organizational commitment. According to these scholars, organizational commitment include the below cases: 1) belief in organizational values and goals, 2) tendency toward efforting in organization route, 3) severe tendency for keeping membership in organization. Mir and Allen defined another three components of commitment which are including emotional commitment, survival commitment and norm commitment.

One of those important goals of each organization is organizational commitment and each organization attempts to strengthen it through many ways, as it is effective on different variables such as job satisfaction, absence, leaving job, job stress and performance. Some researches show that people comprehension of their working environment will influence on their job satisfaction, commitment and performance level (Lindholm, 2003) Committed personnel who have practical commitment and responsibility, they perform their duties at their best and make high efficiency, effectiveness and productivity in banking system. Organizational commitment is an important aspect of personnel efficiency and performance. At the present, as rational abilities can not be a good predictor for success in job and life, so it seems that emotional intelligence is a good predictor for success in occupational situations [3]. If person has emotional intelligence, he can solve his working problems and train committed personnel. Uncommitted personnel may cause some damages for organization goals. Emotional intelligence has individual interests as well including success in career [4].

**Emotional Intelligence:** The concept of emotional intelligence and its effects on life and personal and social relations of people has become a very serious issue for planners in different countries all over the world and the trend of researches in the field of intelligence has been changed from logical intelligence to emotional intelligence. The most recent development in comprehending the relationship between rationality and emotion is emotional intelligence. In spite of primary views, the realistic view toward human nature shows that human is not neither logic nor emotion absolutely, but he is a combination of both. Emotional intelligence is a tactical ability (individual performance) while cognitive intelligence is a strategic ability (longterm ability). Emotional intelligence makes the success prediction possible, as it shows that how a

**Lindholm:** person uses his knowledge in a situatuin at once. The term of emotional intelligence has been emerged from the late twentieth century and from researches done by scientists and psychologists on performance of emotion, thinking and their interactions. In these researches, some terms such as social emotional learning, social competence, competences, emotional intelligence, emotion behavior and intellectual emotional behavior were used for emotional intelligence [5]. Emotional intelligence includes some internal and external elements. Internal elements are including self-awareness, self-concept, independence sense, capacity, self–actualization and decisiveness. In addition, emotional intelligence includes the capacity of person for accepting the facts, welcoming experience, the ability for solving emotional problems, the ability for overcoming stress and shocks [6].

**Difference Between Emotional Intelligence (EQ) and Cognitive Intelligence (IQ):** Both emotional intelligence (EQ) and cognitive intelligence (IQ) are a part of ability
not ability itself. EQ theorists believe that IQ shows us what we can do but EQ shows us what we should do. IQ includes our abilities for learning, abstract and logical thinking while emotional intelligence shows us how we should use IQ for reaching success in our lives.

**Emotional Intelligence Models**

**Mayer and Salvo Model:** These two scientists stated that people are different in their abilities to process information concerning an emotional event and their abilities to relate emotional processing for more recognition. The concept of emotional intelligence in Mayer and Salvo Model expresses that emotional intelligence has two domains. The domain of experimental intelligence concept (including the ability to feel, respond and use emotional information properly) and strategic domain (including the ability to comprehend and manage emotion). Each domain devides to two branches.

**Feeling and Expressing Emotion:** Emotional intelligence starts with the capacity to express feelings. Emotional feeling includes recording, noticing and conceptualizing emotional messages in a way that it has been presented in facial expressions, tone or cultural-art products. People are different in their abilities to evaluate and express emotional states of themselves and others.

**Facilitation of Thinking Through Emotion:** Emotional facilitation of thinking focuses on this fact that how emotion effects on cognitive system and thus how it can be applied for solving problem, arguing, deciding and creative works. Cognition may be disturbed by emotion (anxiety, fear,...) or may cause priority in cognitive system and make it focuses and deals with an important issue.

**Understanding and Comprehending Emotion:** At this level, the most essential ability is giving titles to emotions. Everyone who can comprehend emotions and understand their meanings, this person has the ability of comprehending the interpersonal relationship. People with high emotional intelligence, can recognize the terms describing emotions in a set of familiar words and can recognize a group of emotional expressions which are in a category of unspecified words.

**Adjusting and Managing Emotion:** Managing emotion is the ability to relate with an emotion according to its application in a given situation. Optimal level for controlling and adjusting emotions is in their balance. Attempting to minimize or destroy emotions may suppress emotional intelligence. People use different methods and technologies for adjusting their moods thereby can control emotions of others [7].

**Golman Model:** Daniel Golman is a person whose name is linked with emotional intelligence subject more than others. Golman presented useful information about brain, feelings and behaviors of human. (Momeni, 2005). Golman presented a model of emotional intelligence in which there are 25 merits in five clusters, in other words, emotional intelligence model of Golman has five domains:

- **C** Domain of awareness including emotional awareness, accurate assessment of self-confidence domain,
- **C** Domain of controlling including confidentiality, conscience, adaptability, innovation, controlling domain,
- **C** Self stimulation including step toward goal, aim, being pioneer, self-controlling,
- **C** Sympathy including understanding others, improving others,
- **C** Adjusting the relationships including effectiveness, communications, leadership management, conflict, change catalyst, making connection, cooperation and mutual assistance

**Self-Awareness:** Abserving and recognizing self feelings, finding words for expressing feelings and being aware of the relationship between thoughts, feelings and responses [8]. Based on different studies about capability and combining them, Golamn, Boyatziss, Maccay presented an emotional intelligence model with 19 capabilities divided in four clusters:

- **Self-Awareness Cluster:** It includes emotional self-awareness, self-assessment and self-confidence
- **Self- management Cluster:** It includes emotional self-controlling, achievement, innovation, transparency, adaptability and optimism
- **Social awareness Cluster:** It includes sympathy, service orientation and organizational awareness
- **Relationship Management Cluster:** It includes inspirational leadership, influence, conflict management, change catalyst, actualizing others

**Intrapersonal Components:** It specifies personal abilities in awaring emotions and controlling them. It includes emotional intelligence, decisiveness, independence, self-respect, self-actualization
Adaptability Component: It investigates flexibility, the ability for solving problem and realism of the person [9] and includes adaptability, problem-solving, reality-testing, flexibility

Factors
Emotional Self-awareness: Ability of being aware, comprehending and appreciating others’ feelings.

Decisiveness: Ability for expressing feelings, beliefs and thoughts of oneself and defend his rights in nondestructive ways which has three dimensions:

C Ability to express feelings
C Ability to frankly express beliefs, thoughts and taking a personal position
C Ability to resist for adjudicating his rights by expressing feelings directly

Self-Respect: Ability to respect and admit oneself as a component which is very good in nature [10, 15].

Self-Actualization: This is an effort which takes all lifelong and enriches the life [10].

Independence: Ability to enjoy self-commanding in thought and practice. This feeling is not attached to self-governing dependence in thought and practice and it is not attached to dependence [10, 16].

Reality-Testing: It investigates the ability to assess the relationship between emotional experience and present realities.

Flexibility: Ability to handle emotions, thoughts and behaviors of a person in different terms and conditions [10, 17].

Problem-Solving: It investigates the ability to recognize and define problems and create effective solutions

Emotional Intelligence in Working Environment: Golman in his book “Working with Emotional Intelligence” focused on the necessity of emotional intelligence in working environment in which the reason is focused instead of heart. And he believes that not only managers and directors of companies should have emotional intelligence but also all working people in organization environment should have emotional intelligence. Emotional intelligence as a mediator and organizing factor can improve team working as it coordinates the team rapidly. It seems that those teams with low emotional intelligence should have more time for effective working in a coordinated team [11].

Importance of Organizational Commitment: General attitude in recent researches is that organizational commitment is a significant factor for understanding and comprehending the organizational behavior and it is a good predictor to the tendency of staying in job. Commitment and responsibility like satisfaction are two close attitudes which effect on important behaviors such as replacement and absence. Commitment and fidelity may have some different and positive consequences as well. Committed and responsible personnel are more disciplined in their works and stay longer in organization and work more [12].

Views on Organizational Commitment Focuses
Reichers’ View: Reichers believes that general concepts of organizational commitment may be better understood when they are considered as a set of commitments. He believes that personnel can experience different commitments with goals and values of many groups within an organization. Therefore, it is not just important to comprehend organizational commitment, but it is necessary to notice to commitment focuses as well. Reichers considers the personnel commitment focuses including commitment to top management, supervisors, working team, colleagues and customers. He believes that personnel can be committed to these focuses differently considering to the conformity degree of their goals and values [13].

Becker and Billings’ Views: In order to classify commitment focuses, Becker and Billings distinguished among those people committed to low levels of organization such as their working group and direct supervisor and those people committed mainly to high levels of organization like top management and organization as a whole. By combining each of these low and high levels, four distinct views have been presented. Firstly, those people who have low commitment to their working group, supervisors, also to top management and

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4 Reichers
5 Becker
6 Billings
organization are called uncommitted people. Conversely, those people who are highly committed to both focuses are called committed people. Between these two groups, there are some people who are completely committed to supervisor and their working group but they are not committed to top management and organization, these people are considered as partial (local) committed people. And those people who are completely committed to top management and organization but not committed to supervisor and their working group are called general (global) committed people.

In this Regard, Third Feature is Will- Power: Defining will-power is more difficult than two previous features and often it relates to the concepts of personal responsibility and freedom. In other words, will-power is not always associated with the concepts of personal responsibility and freedom. There are many cases which a person may act based on his will-power in spite of his limitations and also many cases which his will-power is limited and influenced by external forces inspite of his freedom. Will-power means accepting a responsibility as well.

Fourth Feature of Commitment Which is More Effective Is Action Reputation: This feature connects action of person to his social context and background. Reputation means that what do others know and demand from performer and action. Whatever others expect person more and the action be very important, in this case the level of commitment will be higher. Thus, it will be possible for us to predict the commitment level of person through these four indices. So as per behavioral and practical view, this analysis enables managers to specify the degrees of the above mentioned indices at the levels of individual, group and organization and predict the commitment level based on managerial and organizational variables.

Effective Factors on Organizational Commitment: By analyzing over 200 primary researches findings, Myto Wzjak (1999) divided the commitment into five categories as below:

Effective Personal Charactristics on Organizational Commitment
Age: There is a positive and relative correlation between age and organizational commitment. Most scholars believe age relates more to accounted commitment, because there are less opportunites out of current job and high lost costs in old ages. Miro Allen states that older workers are more satisfied from their jobs so they find more attitudinal commitment. Creating commitment is divided into five categories [15]:

Gender: Women are more committed to the organization than men. Although this difference is trivial, because women should pass many obstacles to apply for membership in an organization.

Education: There is negative and weak relationship between organizational commitment and education. This relationship is more based on attitudinal commitment and there is no relationship with accounted commitment.

Commitment Indices: Generally, behavior and action are main elements of commitment especially in behaviorism aspect. Therefore, each action is associated with a different commitment which is addressed by commitment indices. One of the most important descriptions in this regard proposed by Salatic. He believes that the most important factor of commitment is following up or connecting person with his action and stated four features in this regard including:

Explicitly and Clearly Action: This feature includes some degree and extent which it can be said that an action has been occured in practice which can be referred to it easily. Two main factors increase this explicit namely are observability, unambiguity and clearness of action.

Renewability and Revocability of Action: Some actions can be done based on trial and error, it means that if they are good so they can be repeated, but if they are not good so they will not be repeated and our mind and idea will be changed about these actions. According to this analysis, some actions are revocable and not repeatable and person can cancel his commitment like returning the purchased goods, divorce, resignation and etc. On other part, some actions are binding themselves and can not be relesead from those actions or from their good or evil results like killing, beating, breaking something, eating food. These actions are not revocable but can be forgiven.
Marriage: There is a weak correlation between this variable and organizational commitment. But is is expressed that marriage relates to accounting commitment due to financial problems.

Experience in Organization and at a Organization Position: As a person invests in an organization, so having more experience in that organization or at a position makes him more committed to that organization. But this relationship is weak.

Perception of Personal Merits: People will be committed to an organization till their requirements for growth and success are provided. Therefore, those people who have high perception about their personal merits, they will have more expectations. There is a positive and strong relationship between these two variables.

Abilities: High skilled people are valuable for organization. This increases the organization rewards to them, thus results in accounted commitment.

Wage and Salary: Wage and salary create self-respect in person, accordingly, increase attitudinal commitment. In addition, wage and salary are kind of opportunity in organization which will be lost by leaving organization. As shown in different researches, there is a positive but weak correlation between these two variables.

Occupational Status: There is a positive but weak relationship between occupational status and organizational commitment [14: 39].

Consequences of Organizational Commitment: The most common behavioral variable which has a correlation with organizational commitment, i.e. working experience in the organization or conversely leaving the organization, have been investigated.

Miro Allen believes that because of commitment, leaving the organization may influence on other important occupational behaviors such as performance, absence, those behaviors focused on humanism and cooperation. Each of these cases is discussed respectively:

Leaving Job or Leaving Organization: The worker or employee who is going to leave the company or organization, hence he will resign and follow for finding a new job.

Commitment and Performance: Although the worker or employee does not take any action for improving the organization, but he is hopefully waiting for a good situation. He protects organization against external criticisms. But he strongly believes that his manager do his best and believes that his manager will select "the correct way". Anyway, this is a weak probability that there would be a positive correlation between work continuation commitment with performance. Usually, those personnel whose services firstly based on their requirements may assume continuation commitment. There is no reason for them to do more than their membership in the organization.

Commitment and Absence: Absence as a kind of occupational behaviors is different from leaving job in three important aspects:

C Negative consequences and results of absence is less than negative consequences of leaving job.
C Absence is a kind of self-stimulative and instant decision while leaving job commonly requires more thinking.
C Absence is regarded as a substitute for leaving job, especially in an unpleasant economical situation in which substitute occupational opportunities are rare. Organization member deteriorates the situation by doing negative actions, long absence, many delays, under-working and his mistakes [16: 303].

C Commitment and Behaviors Focused on Humanism: One of those behaviors which are beyond the determined functions is a behavior focused on humanism. These behaviors will be generally appeared as duties which have not been predicted in job description. Behaviors focused on humanism include all behaviors which a person conducts voluntarily and without notice to rewards and by formal approval of such activities. Different experimental studies in this regard shown that the relationship between commitment and behaviors focused on humanism depends on the studied commitment.

Findings of Different Researches: Adymo7 (2007) researched on emotional intelligence and its relationship with organizational commitment which conducted on 240 people of working personnel in Parastatals at Ayo Nigeria State. The research findings indicated that emotional...
intelligence effects on organizational commitment significantly. It was predicted that emotional intelligence as an intervener may increase the organizational commitment [17].

Guneý, Aydine and Asan (2008) conducted a research by title of moderating effect of job satisfaction between emotional intelligence and organizational commitment on a sample of 277 nurses. It demonstrated that there is a positive relationship between job satisfaction and organizational commitment significantly [18].

Rezaieean, Abdolali Keshtegar (2009) conducted a research on identifying the relationship between "emotional intelligence" and "organizational commitment". The statistical population of this study comprised of 84 people of working personnel in "Maskan Bank". Results showing that there is a significant relationship between emotional intelligence and organizational commitment. Among emotional intelligence dimensions (self-awareness, self-management, social awareness and managing relations), "managing relations" represented the highest effect on organizational commitment (r=73) [19].

Doostar (2006) conducted a research by title of explaining the effective model of managers' emotional intelligence on personnel's organizational commitment considering to the role of leadership style on managers of Islamic Republic Iran Broadcasting (IRIB) organization. This research shown that transformational and interactional styles are complementary and effective in the relationship between emotional intelligence and personnel's organizational commitment [20].

Research Method: The present study is a practical research which is descriptive and correlative for analyzing the hypotheses.

Statistical Population of the Research: The statistical population of this research is comprised of all personnel of Saleheen Finance and Credit Institute at east of Iran who were 235 people. A stratified sampling method selected according to volume. In order to determine the required sample volume, the table of Morgan used for estimating the sample volume, which 147 people selected as the statistical sample volume. In order to analyze the data of this study, the descriptive statistics and the organizational commitment and emotional intelligence tests are used. After data gathering, the research hypotheses are tested using Pearson correlation coefficient. Based on the formula of Morgan table, the number of sample volume among the selected statistical population would be as per the below formula:

\[
n = \frac{N r^2 \times p(1-p)}{N d^2 + t^2 \times p(1-p)}
\]

Morgan formula

\[
n = \text{Sample Volume} \\
N = \text{Total number of statistical population} \\
t^2 = \text{Amount of t student, when the significance level is lower than 0.05} \\
d^2 = \text{Approximation in estimating the parameter of population which is equal to 0.05} \\
P = \text{Probability of feature presence} \\
(1-P) = \text{Probability of feature absence}
\]

Hence, by calculating the values of present study and noting to this formula, the volume of sample will be as below:

\[
n = \frac{235 \times 1.96^2 \times 0.5(1-0.5)}{235 \times 0.05^2 + 1.96^2 \times 0.5(1-0.5)} = 145
\]

So, 145 people will be selected based on stratified sampling method. As the number of personnel in each city are different, therefore, about 61% of personnel of each city will be selected randomly and a questionnaire will be submitted them.

Data Gathering Instrument: The major instrument for gathering data is questionnaire. So two questionnaires of emotional intelligence and organizational commitment are applied for the variables of this study. "Alpha Cronbach"

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test was applied to determine the reliability of these questionnaires, which the obtained coefficients for these questionnaires are respectively 0.89 for emotional intelligence questionnaire and 0.76 for organizational commitment questionnaire. On the other hand, after the data and information gathered through questionnaires, the statistical software of "SPSS" was used to study the relationship between variables and test the hypotheses.

C Emotional intelligence questionnaire is comprised of 48 questions in eight headings, that each question is coded as per five- choice measure.
C Organizational commitment questionnaire is comprised of 15 questions, that each question is coded as per seven- choice measure.

Questionnaire Validity: Validity or justifiability means to what extent a measuring instrument assesses a given feature. The measure and content of instrument or the raised questions in the instrument are designed to assess exactly the variables and the subject of the study. Validity or justifiability of questionnaires (validity of content) evaluated by the experts and specialized people and the standard questionnaires used for designing the questions. On the other hand, many tools and techniques used to gather data of this study, including questionnaire (with open and closed questions), interview, observation, review of historical documents and records and internet networks. This variety ensures the internal validity of test and increases the reliability of gathered data.

Considering that the above questionnaire is standard and its reliability reassessed through primary sample and questions also prepared according to statistical population, so its reliability will be confirmed.

Reliability: Reliability or credibility of measuring instrument interprets as authenticity, accuracy and dependability, which means that measuring instrument designed for assessing a variable and feature will make a similar results if it uses in a similar situation at other place and time. In other words, valid or reliable instrument is a tool which has the feature of repeatability and measuring with identical results.

Cronbach Alpha method is one of calculating reliability methods. This method is applied for calculating the internal coordination of measurement instrument such as questionnaires or tests which measure different features. In this kind of instrument, each question can have different values. In order to calculate Cronbach Alpha Index, firstly variance of obtained values from subcategorized questions in questionnaire should be obtained through subtest and total variance, then the Cronbach Alpha Index should be calculated by using the below formula:

\[ ra = \frac{j}{j-1} \left(1- \frac{\sum S^2_j}{S^2} \right) \]

where:
- \( J \) = Number of subcategorized questions in questionnaire or test
- \( S^2_j \) = Variance of subtest J-th
- \( S^2 \) = Total variance of test

Since Cronbach Alpha is usually considered as a quite appropriate index for measuring the reliability of measuring instrument and internal coordination among components, so the reliability of used questionnaire in this study was assessed by Cronbach Alpha.

As these Alpha indices are appropriate, so the internal reliability is confirmed.

Research Findings

Relationships Between Variables

Main Hypothesis: There is a relation between emotional intelligence and organizational commitment of personnel who working in Salehieen Finance and Credit Institute at east of Iran.

If we assume that:

- \( Y \) = Dependent variable; organizational commitment of personnel
- \( X \) = Independent variable; emotional intelligence
- \( D \) : Real Pearson correlative coefficient between two variables of "emotional intelligence" and "organizational commitment of personnel" in the selected statistical population.

As the variables of this study are distance ones, so the below hypotheses should be tested via Pearson correlative test:

\[ \begin{align*} 
H_0 : \rho &= 0 \\
H_1 : \rho &\neq 0 
\end{align*} \]

Null hypothesis "\( H_0 \)" indicating that there is no relationship between two variables of \( X \) and \( Y \) and hypothesis I "\( H_1 \)" indicating that there is a significant
Table 1: Cronbach Alpha Indices for the research variables

<table>
<thead>
<tr>
<th>Row</th>
<th>Headings of Questions</th>
<th>Alpha Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Emotional Intelligence</td>
<td>0.8981</td>
</tr>
<tr>
<td>1-1</td>
<td>Solving Problem</td>
<td>0.7193</td>
</tr>
<tr>
<td>2-1</td>
<td>Independence- Self-reliance</td>
<td>0.7151</td>
</tr>
<tr>
<td>3-1</td>
<td>Self-actualization</td>
<td>0.6988</td>
</tr>
<tr>
<td>4-1</td>
<td>Self-awarness</td>
<td>0.7090</td>
</tr>
<tr>
<td>5-1</td>
<td>Realism</td>
<td>0.7377</td>
</tr>
<tr>
<td>6-1</td>
<td>Self-esteem</td>
<td>0.7176</td>
</tr>
<tr>
<td>7-1</td>
<td>Flexibility</td>
<td>0.7302</td>
</tr>
<tr>
<td>8-1</td>
<td>Self-expressive</td>
<td>0.8475</td>
</tr>
<tr>
<td>2</td>
<td>Organizational Commitment</td>
<td>0.7629</td>
</tr>
</tbody>
</table>

Table 2: Result of Pearson correlative test for examining the relationship between two variables of "emotional intelligence" and "organizational commitment of personnel" in Salehieen Finance and Credit Institute

<table>
<thead>
<tr>
<th></th>
<th>Organizational Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significance Pearson Correlative Level Coefficient</td>
<td>0.00001</td>
</tr>
</tbody>
</table>

Chart 1: Variance of "emotional intelligence" and "organizational commitment of personnel"

Now we befitted the regression model through the table of regression variance analysis. Before analyzing the regression model, we state the determination index and the statistic of Darbin Watson. Since the revised determination index (the revised $R^2$) became equal to …, so this value can be acceptable. On the other part, the statistic of Darbin Watson became …; this statistic is a number between zero and four which the middle of this range is two and other numbers around two showing full independence of the rest and the applicable regression as much as moving to zero and four shows that the rest are dependence and the regression model is inappropriate. But as this value is around two in our analysis, so the final model is appropriate and the rest are independent.

As seen in the above table, there is a regression model for the above defined variables, but for stating the quality of variables we should refer to the table of indices. In addition to the regression index value, standardized value and also statistic of "t student" and significance level are calculated in the table of indices. In all those cases which the significance level is smaller than 0.05, it indicates complete befitting of the model between dependent variable and independent variables. But in those cases which the significance level is higher than 0.05, software will send variables out of the model respectively from the highest value of significance level and then repeat regression process with other variables till all significance levels become smaller than 0.05.

Now we analyze the trend of the above variables. By using the software of Lızrel, we analyze the conceptual model based on standard indices. As shown in the following chart, chi-square value is equal to 0.01 and degree of freedom is 12. In addition, the ratio of chi-square to degree of freedom is smaller than 3 and the significance level is equal to 0.988 and the value of RMSEA statistic became smaller than 0.003.

Secondary Hypothesis 1: There is a relation between emotional intelligence and organizational commitment of personnel who working in Salehieen Finance and Credit Institute at east of Iran.

If we assume that:

$$Y = \text{Dependent variable; degree of personnel's organizational commitment}$$

$$X = \text{Independent variable; dimension of solving the emotional intelligence problem}$$
Table 3: Results of analyzing variance related to dependent variable of "organizational commitment of personnel" and independent variable of "emotional intelligence"

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Degree of Freedom</th>
<th>Mean of Squares</th>
<th>F Statistic</th>
<th>Significance Level</th>
<th>R</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>502.1879</td>
<td>2</td>
<td>751.939</td>
<td>759.12</td>
<td>0.000</td>
<td>0.427</td>
<td>0.182</td>
</tr>
<tr>
<td>The Rest</td>
<td>113,10459</td>
<td>142</td>
<td>656.73</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>615,12338</td>
<td>144</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4: Result of Pearson correlative test for examining the relationship between two variables of "dimension of solving the emotional intelligence problem" and "organizational commitment of personnel" in Salehieen Finance and Credit Institute

<table>
<thead>
<tr>
<th>Organizational Commitment</th>
<th>Dimension of Solving the Emotional Intelligence Problem</th>
<th>Significance Level</th>
<th>Pearson Correlative Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.004</td>
<td>0.237</td>
<td></td>
</tr>
</tbody>
</table>

As observed in Table 4, correlative coefficient value between two variables of this study is equal to 0.237 and the probable value of significance level is equal to 0.004 which is smaller than 0.05. So it is accepted that there is a significant relationship between these two variables.

**Secondary Hypothesis 2:** There is a relation between the dimension of emotional intelligence independence and degree of personnel's organizational commitment in Salehieen Finance and Credit Institute at east of Iran.

If we assume that:

Y = Dependent variable; degree of personnel's organizational commitment

X = Independent variable; dimension of emotional intelligence independence

As seen in Table 5, correlative coefficient value between two variables of this study is equal to 0.155 and the probable value of significance level is equal to 0.063 which is more than 0.05. So it is not accepted that there is a significant relationship between these two variables.

Table 5: Result of Pearson correlative test for examining the relationship between two variables of "dimension of emotional intelligence independence" and "degree of personnel's organizational commitment" in Salehieen Finance and Credit Institute

<table>
<thead>
<tr>
<th>Organizational Commitment</th>
<th>Dimension of Emotional Intelligence Independence</th>
<th>Significance Level</th>
<th>Pearson Correlative Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.063</td>
<td>0.155</td>
<td></td>
</tr>
</tbody>
</table>

As observed in Table 5, correlative coefficient value between two variables of this study is equal to 0.155 and the probable value of significance level is equal to 0.063 which is smaller than 0.05. So it is accepted that there is a significant relationship between these two variables.

**Secondary Hypothesis 3:** There is a relation between the dimension of emotional intelligence self-actualization and degree of personnel's organizational commitment in Salehieen Finance and Credit Institute at east of Iran.

If we assume that:

Y = Dependent variable; degree of personnel's organizational commitment

X = Independent variable; dimension of emotional intelligence independence

As seen in Table 4, correlative coefficient value between two variables of this study is equal to 0.237 and the probable value of significance level is equal to 0.004 which is smaller than 0.05. So it is accepted that there is a significant relationship between these two variables.

**Secondary Hypothesis 2:** There is a relation between the dimension of emotional intelligence independence and degree of personnel's organizational commitment in Salehieen Finance and Credit Institute at east of Iran.

If we assume that:

Y = Dependent variable; degree of personnel's organizational commitment

X = Independent variable; dimension of emotional intelligence independence

As seen in Table 5, correlative coefficient value between two variables of this study is equal to 0.155 and the probable value of significance level is equal to 0.063 which is more than 0.05. So it is not accepted that there is a significant relationship between these two variables.

Chart 2: Variance of "dimension of solving the emotional intelligence problem" and "organizational commitment of personnel"

Chart 3: Variance of "dimension of emotional intelligence independence" and "degree of personnel's organizational commitment"
X = Independent variable; self-actualization dimension of emotional intelligence

As seen in Table 6, correlative coefficient value between two variables of this study is equal to 0.242 and the probable value of significance level is equal to 0.003 which is less than 0.05. So it is accepted that there is a significant relationship between these two variables.

**Secondary Hypothesis 4:** There is a relation between the dimension of emotional intelligence self-awareness and degree of personnel's organizational commitment in Salehieen Finance and Credit Institute at east of Iran.

If we assume that:

Y = Dependent variable; degree of personnel's organizational commitment
X = Independent variable; dimension of emotional intelligence self-awareness

As seen in Table 7, correlative coefficient value between two variables of this study is equal to 0.294 and the probable value of significance level is equal to 0.00001 which is less than 0.05. So it is accepted that there is a significant relationship between these two variables.

**Secondary Hypothesis 5:** There is a relation between the dimension of emotional intelligence realism and degree of personnel's organizational commitment in Salehieen Finance and Credit Institute at east of Iran.

If we assume that:

Y = Dependent variable; degree of personnel's organizational commitment
X = Independent variable; dimension of emotional intelligence realism

As seen in Table 8, correlative coefficient value between two variables of this study is equal to 0.257 and the probable value of significance level is equal to 0.002 which is less than 0.05. Therefore, it is accepted that there is a significant relationship between these two variables.

**Secondary Hypothesis 6:** There is a relation between the dimension of emotional intelligence self-esteem and degree of personnel's organizational commitment in Salehieen Finance and Credit Institute at east of Iran.
Table 11: Result of Pearson correlative test for examining the relationship between two variables of "dimension of emotional intelligence self-expressivity "and" organizational commitment degree of personnel" in Saleheen Finance and Credit Institute

<table>
<thead>
<tr>
<th>Organizational Commitment</th>
<th>Significance</th>
<th>Pearson Correlative Level</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dimension of Emotional Intelligence Self-expressivity</td>
<td>0.083</td>
<td>0.145</td>
<td></td>
</tr>
</tbody>
</table>

Chart 4: Variance of "dimension of emotional intelligence self-actualization "and" degree of personnel's organizational commitment"

Chart 5: Variance of "dimension of emotional intelligence self-awareness "and" degree of personnel's organizational commitment"

Chart 6: Variance of "dimension of emotional intelligence realism "and" degree of personnel's organizational commitment"

Chart 7: Variance of "dimension of emotional intelligence self-esteem "and" degree of personnel's organizational commitment"

If we assume that:

Y = Dependent variable; degree of personnel's organizational commitment

X = Independent variable; dimension of emotional intelligence self-esteem

As seen in Table 9, correlative coefficient value between two variables of this study is equal to 0.221 and the probable value of significance level is equal to
0.007 which is less than 0.05. Therefore, it is accepted that there is a significant relationship between these two variables.

**Secondary Hypothesis 7:** There is a relation between the dimension of emotional intelligence flexibility and degree of personnel's organizational commitment in Salehieen Finance and Credit Institute at east of Iran.

If we assume that:

\[ Y = \text{Dependent variable; degree of personnel's organizational commitment} \]
\[ X = \text{Independent variable; dimension of emotional intelligence flexibility} \]

As seen in Table 10, correlative coefficient value between two variables of this study is equal to 0.263 and the probable value of significance level is equal to 0.001 which is less than 0.05. Therefore, it is accepted that there is a significant relationship between these two variables.

**Secondary Hypothesis 8:** There is a relation between the dimension of emotional intelligence self-expressivity and degree of personnel's organizational commitment in Salehieen Finance and Credit Institute at east of Iran.

If we assume that:

\[ Y = \text{Dependent variable; degree of personnel's organizational commitment} \]
\[ X = \text{Independent variable; dimension of emotional intelligence self-expressivity} \]

As seen in Table 11, correlative coefficient value between two variables of this study is equal to 0.145 and the probable value of significance level is equal to 0.083 which is more than 0.05. Therefore, it is not accepted that there is a significant relationship between these two variables.

**Question 1: Whether emotional intelligence is different among men and women?**

As emotional intelligence is normal, so we compare it by using independent t test.

Considering to the obtained results from the above table, as significance level is equal to 0.263, so the null hypothesis is not rejected at the level of \( \alpha = 0.05 \) and it can be acceptable, it means that there is no difference.

**Question 2: Whether organizational commitment degree is different among men and women?**

As the variable of organizational commitment degree is normal, now it can be compared by using independent t test.

Considering to the obtained results from the above table, as significance level is equal to 0.184, so the null hypothesis is not rejected at the level of \( \alpha = 0.05 \) and it can be acceptable, it means that there is no difference.
Question 3: Whether Is There Any Relationship Between Organizational Commitment Degree and Working Experience of Personnel?

As seen in Table 16, correlative coefficient value between two variables of this study is equal to 0.101 and the probable value of significance level is equal to 0.225 which is more than 0.05. Therefore, it is accepted that there is a significant relationship between organizational commitment degree and working experience of personnel.

Conclusions Based on Research Findings:

C Considering to the main hypothesis indicating that there is a relation between "emotional intelligence" and "organizational commitment of personnel" who working in Salehieen Finance and Credit Institute at east of Iran. As shown by result of correlative coefficient test, the value of correlative coefficient between two variables of the study is equal to 0.429 and the significance level of the test is less than 0.05 which confirming that there is a relationship between two variables of "emotional intelligence" and "organizational commitment degree of personnel".

C Considering to the secondary hypothesis 1 of the research, it proves that there is a relation between the dimension of "solving problem" and "organizational commitment degree of personnel" in Salehieen Finance and Credit Institute at east of Iran. As shown by result of pearson correlative coefficient test, the value of correlative coefficient between two variables of the study is equal to 0.237 and the probable value of significance level is equal to 0.004 and it is less than 0.05, so it can be concluded that there is a relationship between two variables of "solving problem" and "organizational commitment degree of personnel".

C Considering to the secondary hypothesis 2 of the research, it proves that there is a relation between the dimension of "independence" and "organizational commitment degree of personnel" in Salehieen Finance and Credit Institute at east of Iran. As shown by result of pearson correlative coefficient test, the value of correlative coefficient between two variables of the study is equal to 0.155 and the probable value of significance level is equal to 0.063 and it is more than 0.05. Therefore, it is not accepted that there is a significant relationship between emotional intelligence degree and working experience of personnel.
Considering to the secondary hypothesis 3 of the research, it proves that there is a relation between the dimension of "self-actualization" and "organizational commitment degree of personnel" in Salehieen Finance and Credit Institute at east of Iran. As shown by result of pearson correlative coefficient test, the value of correlative coefficient between two variables of the study is equal to 0.242 and the probable value of significance level is equal to 0.003 and it is less than 0.05, so it can be concluded that there is a relationship between two variables of "self-actualization" and "organizational commitment degree of personnel".

Considering to the secondary hypothesis 4 of the research, it proves that there is a relation between the dimension of "self-awareness" and "organizational commitment degree of personnel" in Salehieen Finance and Credit Institute at east of Iran. As shown by result of pearson correlative coefficient test, the value of correlative coefficient between two variables of the study is equal to 0.294 and the probable value of significance level is equal to 0.0001 and it is less than 0.05, so it can be concluded that there is a relationship between two variables of "self-awareness" and "organizational commitment degree of personnel".

Considering to the secondary hypothesis 5 of the research, it proves that there is a relation between the dimension of "realism" and "organizational commitment degree of personnel" in Salehieen Finance and Credit Institute at east of Iran. As shown by result of pearson correlative coefficient test, the value of correlative coefficient between two variables of the study is equal to 0.257 and the probable value of significance level is equal to 0.002 and it is less than 0.05, so it can be concluded that there is a relationship between two variables of "realism" and "organizational commitment degree of personnel".

Considering to the secondary hypothesis 6 of the research, it proves that there is a relation between the dimension of "self-esteem" and "organizational commitment degree of personnel" in Salehieen Finance and Credit Institute at east of Iran. As shown by result of pearson correlative coefficient test, the value of correlative coefficient between two variables of the study is equal to 0.221 and the probable value of significance level is equal to 0.007 and it is less than 0.05, so it can be concluded that there is a relationship between two variables of "self-esteem" and "organizational commitment degree of personnel".

Considering to the secondary hypothesis 7 of the research, it proves that there is a relation between the dimension of "flexibility" and "organizational commitment degree of personnel" in Salehieen Finance and Credit Institute at east of Iran. As shown by result of pearson correlative coefficient test, the value of correlative coefficient between two variables of the study is equal to 0.263 and the probable value of significance level is equal to 0.001 and it is less than 0.05, so it can be concluded that there is a relationship between two variables of "flexibility" and "organizational commitment degree of personnel".

Considering to the secondary hypothesis 8 of the research, it proves that there is a relation between the dimension of "self-expressivity" and "organizational commitment degree of personnel" in Salehieen Finance and Credit Institute at east of Iran. As shown by result of pearson correlative coefficient test, the value of correlative coefficient between two variables of the study is equal to 0.145 and the probable value of significance level is equal to 0.083 and it is more than 0.05, so it can be concluded that there is a relationship between two variables of "self-expressivity" and "organizational commitment degree of personnel".

Considering to the question "1" of the research, it proves that the emotional intelligence degree is different among male and female personnel of Salehieen Finance and Credit Institute at east of Iran. Based on covariance test, the result is equal to 0.786 and the significance level is equal to 0.263, so the null hypothesis is not rejected at the level of 0.05 and it can be accepted, it means that there is no difference between emotional intelligence degree of male and female personnel in Salehieen Finance and Credit Institute.

Considering to the question "2" of the research, it proves that the organizational commitment degree is different among male and female personnel of Salehieen Finance and Credit Institute at east of Iran. Based on covariance test, the result is equal to 0.497 and the significance level is equal to 0.184, so the null hypothesis is not rejected at the level of 0.05 and it can be accepted, it means that there is no difference between organizational commitment degree of male and female personnel in Salehieen Finance and Credit Institute.

Considering to the question "3" of the research, it proves that there is a relationship between two variables of emotional intelligence degree and working experience of personnel in Salehieen Finance
and Credit Institute at east of Iran. As shown by obtained results, the value of pearson correlative coefficient between two variables of the study is equal to 0.055 and the probable value of significance level is equal to 0.509 and it is more than 0.05, so it can not accepted that there is a significance relationship between two variables of emotional intelligence degree and working experience of personnel in Salehieen Finance and Credit Institute.

Considering to the question “4” of the research, it proves that there is a relationship between two variables of organizational commitment degree and working experience of personnel in Salehieen Finance and Credit Institute at east of Iran. As shown by obtained results, the value of spearman correlative coefficient between two variables of the study is equal to 0.101 and the probable value of significance level is equal to 0.225 and it is more than 0.05, so it can not accepted that there is a significance relationship between two variables of emotional intelligence degree and working experience of personnel in Salehieen Finance and Credit Institute.

REFERENCES