Emotional Intelligence and Organizational Commitment - Application of the Goleman's Model of Emotional Intelligence

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Article Info

Abstract

This study aims to examine the role of emotional intelligence (EI) in explaining the organizational commitment by applying the Goleman's model (1998) of emotional intelligence. Though EI is a relatively recent phenomenon, it has a significant role in contemporary organizations, particularly in employees' commitment towards their organization. Very little work has been evident so far by taking the Goleman's model to explain the role of EI in employees' commitment towards organizations. Hence, this study explores this relationship by considering the competencies explained in Goleman's model. For this purpose, the current study has taken the NGO sector operating in Saudi Arabia. A sample size of 100 was selected; however, only seventy responses for the questionnaires were received back on which the analysis was done. The results compiled from the multiple regression model, indicated a weak but direct relationship between the tenets of emotional intelligence and organizational commitment. Nonetheless, here, the significant aspect is that not all components of Goleman's model were related to organizational commitment. Rather only self-management and relationship management were found to be significant predictors of organizational commitment. On the other hand, self-awareness and social awareness had no role to play in organizational commitment. Hence, this might be concluded that the NGOs should focus on these components of emotional intelligence to foster organizational commitment in their employees.

Keywords: Emotional intelligence, Organizational commitment, Self-awareness, Relationship management

1. Introduction

The recent past has witnessed exceptional contribution of cognitive abilities in all walk of human lives; particularly, after the establishment of a new and updated version of intelligence i.e. "emotional intelligence" (Muriuki & Gachunga, 2013; Papoutsi et al., 2019). Emotional intelligence, as indicated by its name, is directly associated to the human emotions and explained by various researchers. For instance, the most quoted definition is given by Goleman (1998) as "the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships." Similarly, Salovay and Meyer (1990) presented their "ability model" for measuring the emotional intelligence. According to them, the emotional intelligence is defined as the ability to identify and understand one's emotional state and the application of these emotions in a collective way to increase the effectiveness of the thought process. Despite all these contributions of various researchers for developing and applying the emotional models, the Goleman's model has gained the highest recognition among the researchers and academics (MacCann et al., 2020). Daniel Goleman categorized the emotional intelligence in 4 different clusters. These clusters are based on the following major emotional competencies:

- "Self-awareness", as cleared from the name of this type, it is regarding the awareness of one's status of emotional intelligence. Additionally, it deals with the evaluation of its impacts during their implications and observing the way it enables us to take better decisions.
- "Self-management" is the way one manages the emotions that resides inside him/her. Similarly, it is also about the way one adapts to the changing environment.
- "Social awareness" exhibits the competency levels of emotions that are presented by oneself in a social group. With social awareness, one can sense, recognize, and respond to the social emotions by others in the group.
- "Relationship management" refers to the way one could work-out with others in a social setup. It is the ability of oneself to encourage and convince others in an interactive manner. This competency has a wide scope in the area of conflict management.

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Organizational commitment shows the extent of attachment, involvement, and loyalty of employees to their organizations (Porter et al., 1974; Armstrong, 2009). It has a wide scope and application for the organizations. Unless the organization is able to foster commitment in their workforce, they cannot make significant progress. In this connection, the researchers have defined the concept of organizational commitment as a kind of bondage between the employee and organization (Buchanan, 1974; Meyer & Allen, 1991). The deeper the bond the stronger will be the commitment between them and higher will be the level of loyalty on employee's part (Armstrong, 2009; Sener & Çokçaliskan, 2018; González-Treviño et al., 2020). Earlier researchers have also indicated the diverse nature of organizational commitment (see Bateman & Strasser, 1984; Gopinath, 2020). They argued that it is mainly linked with the employee's loyalty and dedication to his or her organization and the drive that they would go an extra mile for the benefit of their organizations. Organizational commitment also indicates the commitment of an employee to remain in the organization for a longer period (Porter et al., 1974; Loan, 2020).

Three different components of organizational commitment were explained by Meyer and Allen (1991). The first component was the "affective commitment" (it was derived from the work of Mowday et al., 1982). This component denotes the commitment of an employee to be emotionally attached and have a bond with the organization. This commitment motivates the employee to own the organization and the employee stays at organization for as long as possible. Hence, an employee is supposed to be committed by his or her own will. The second component of organizational commitment is called "continuance commitment". Here, the employee is committed to stay in the organization and perceives it more costly to join a new place and leave the existing organization. This cost would include both social and economic losses. The social loss might be in the form of losing friends and colleagues and the economic loss might be in the form of higher salary and other incentives. Hence, considering these opportunity costs the employee would prefer to stay in the existing organization. The "normative commitment" is the third component of organizational commitment. This commitment motivates the employee to stay in the organization, as the employee feels obligations for the organization in different ways. For instance, they feel that the organization has taken a lot of pain while giving them training and development. Sometimes, these feelings are already the part of the employees even before their joining of their organizations. All these factors encourage the employee to stay with the organization for a longer time.

2. Literature Review

2.1. Emotional Intelligence

Emotional intelligence has been remained the focus of discussion for many researchers from the last couple of decades (Golman, 1998; Salovey & Meyer, 1996). Golman (1998) being a high advocate of emotional intelligence introduced a mixed model for determining the emotional intelligence among employees. Though the basic concept was the same, Salovey and Meyer (1996) model was based on slightly different lines. Their model is not the focus of current study; however, having some insights from their model will definitely help the reader to understand this evolution. In a later study, Meyer et al. (2004) highlighted the application of this model. They further postulated that historically there was lack of consensus on the legitimacy of emotional intelligence. However, it has got the approval as one of the important forms of intelligence in the recent literature. Their study concluded the soundness and strength of their model in measuring the level of emotional intelligence among employees.

Previously, Huy (1999) came up with his findings and related the emotional "intelligence" with emotional "capacity". He argued that emotional intelligence is the product of an individual capability to cope with the run time environment around him like in the organization. Collectively, the emotional capability indicates the capacity of the overall organization to deal with the increasing dynamism and complexity existing in its environment. Finally, he reported the important organizational emotional dynamisms such as "receptiveness", "mobilization", and "education". Researchers have even associated the emotional intelligence with the concept of "transformational leadership" (see Mandell & Pherwani, 2003). According to them, emotional intelligence is one of the significant ingredients of a leader and particularly, it is positively associated to transformational leadership. In addition, both transformational leadership and emotional intelligence have several factors in common. Another important finding of their study was the gender factor. They postulated that the women are better as for the emotional intelligence is concerned than their male counterparts. These findings re-insisted the findings of previous studies (such as Salovey & Meyer, 1996; Goleman, 1998; Liu, & Boyatzis, 2021).

Emotional intelligence has implications for other than organizational commitment as indicated by Fox and Spector (2000). They reported that even in the process of recruitment and selection (particularly at the interview phase), emotional intelligence plays a vital role (Alkadash & Nadam, 2020). The related characteristics such as "empathy", "self-presentation", and "regulation of mood" have a significant role in the interview process and a candidate high on these characteristics will surely get the advantage over other candidates. They further suggested the employers and managers to assess their employees based on emotional intelligence rather than other mental capabilities. A "renaissance" view of emotional intelligence was presented by Oatley (2004). He concluded that emotional intelligence is the foundation of understanding and that this renaissance has a major role ot play being a modern concept of emotional intelligence.

The application of emotional intelligence is also crucial to achieve success in a working environment. Rode et al. (2007) highlighted the importance of the application of emotional intelligence in the workplace. He argued that merely having the concept and understanding of emotional intelligence would not work for an individual; rather the employee should learn and apply it to his working life. The three concepts/models regarding emotional intelligence discussed so far have a close relationship (Boyle et al., 2010; Mattingly & Kraiger, 2019; Bakker & de Vries, 2021). More specifically, the Salovey and Meyer's "ability" model, the "self-measure", and the Goleman's models of emotional intelligence when combined have greater impact on the work and job performance of the employees in the organization. The performance of an emotionally intelligent worker must be far better from the employee lack these qualities (Abdulla, Ahmed, & Khalid, 2020; Alzyoud, Ahmed, Alzgool, & Pahi, 2019).

2.2. *Organizational Commitment*

Researchers from the very beginning were eager to identify the determinants of organizational commitments. For instance, Steers (1971) analyzed the data collected on hospital employees, doctors, and engineers and reported the potential antecedents of organizational commitment for all these employees. His list was comprised of their personal attributes, job features, and work experiences which showed significant impacts on the job commitment of them (Alkadash & Aljileedi, 2020). Moreover, he also indicated the consequents of job commitment that included the intentions of these employees to stay at the organization. However, the performance indicator was not significantly affecting the organizational commitment.

A later study conducted by Watson and Papamarcos (2002) investigated organizational commitment in light of "social capital". They found positive as well as negative impact of social capital on the organizational commitment of employees. To measure social capital, they used: "trust", "communication", and "employee's focus".

2.3. *Emotional Intelligence and Organizational Commitment*

There is very scant literature available so far in the context of emotional intelligence and organizational commitment, particularly in the context of developing countries. For instance, the relationship of emotional intelligence with the sub-components of organizational commitment was investigated by Comeli (2003). He linked emotional intelligence with the "affective" commitment and "continuance" commitment. For this purpose, he considered the data of local government bodies and found that those managers who were high on emotional intelligence were also high on "affective" commitment to their organizations. However, he could not find any evidence of significance relationship between "continuance" commitment and emotional intelligence.

In another study, a significant relationship was found between emotional intelligence and organizational commitment among the employees (mainly supervisors) of hotel industry by Velmurugan and Zafar (2009). In a similar study conducted by Guleryuz et al. (2008) has also revealed a positive impact of emotional intelligence on the organizational commitment.

2.4. *Theoretical Framework*

Having done extensive literature review, the researcher finally identified the literature gap in the chosen area. The literature did indicate a plethora of studies that addressed the impact of emotional intelligence on the organizational commitment; however, not study has so far considered the Goleman's model to understand this relationship, particularly in context of developing countries. Hence, the current study will add to the existing body of knowledge by taking Goleman's model to investigate the impact of emotional intelligence on the organizational commitment in the context of NGOs operating in Saudi Arabia. This study in this regard will take the organizational commitment as the dependent variable and the four components of (according to Goleman's model) emotional intelligence including "self-awareness", "self-management", "social-awareness"", and "relationship management" as independent variables. In this way, following will be the hypotheses of this study:

- H0: There is no significant impact of the Golman's Model emotional intelligence ("self-awareness", "self-management", "social-awareness"", and "relationship management") on the Organizational Commitment.
- H1: There is a significance impact of the Golman's Modle emotional intelligence ("self-awareness", "self-management", "social-awareness"", and "relationship management") on the Organizational Commitment.

3. Methodology

This study has made use of both primary and secondary data. The secondary data was collected from books, articles, and research papers; whereas, the primary data was acquired through a questionnaire from the study respondents. The questionnaire was containing questions on all the selected areas including organizational commitment and the sub-

components of emotional intelligence following the Goleman's Model of emotional intelligence. For the organizational commitment, the items defined by Meyer and Allen (1991) were followed. A Likert scale composed of five-points was applied in the questionnaire. The Likert scale that consisted 5-points were raging from "Strongly Agree" to "Strongly Dis-agree". The total numbers of NGOs listed in Saudi Arabia according to the official statistics of www.arab.org were 135 (as on September 15, 2021). Initially, our sample was consisting of 100 NGOs calculated based on the widely used "Morgan" tables and the respondents were finalized through "Simple Random Sampling" (SRS) technique.

The questionnaires were distributed among the employees in all these 100 NGOs. However, we finally got only 70 filled questionnaires that could be collected from these 100 respondents. So, the response rate was 70%. The non-governmental organizations (NGOs) were targeted which were operating in Saudi Arabia. For this purpose, this study adopted the "convenient" sampling technique to short list the respondents of the study. For analysis purpose, the famous statistical software (SPSS) was used and all the questionnaires were analyzed and results were generated.

4.   Findings and Discussion

From Table 1 below (summary of the model), the value for R2 is given that shows the "goodness of fit" of the measure. As a coefficient of determination, R2 explains the magnitude of variation in dependent variable due to the independent variables in the equation. The results in the table show a value of 0.347 for R2 that means 34.7% of the change has been brought in the dependent variable by the all the independent variables.

In other words, the Goleman's model variables of emotional intelligence could bring about 34.7% of change in the organizational commitment. Overall, this percentage for R2 is not very high and there must other variables exist which affect the organizational commitment.

Table 1. Summary of the Model

Summary of the Model				
Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	0.591	0.347	0.307	0.357

From the Table 2, the results for ANOVA show that the overall model is significant (as indicated by the "p" and "F" values which are less than 0.05 and greater than 8.61 respectively). This clearly indicates that the variable in the model have significant relationship to each other. Based on these results, this study rejects the null hypothesis and accepts the alternative hypothesis.

Table 2. Analysis of Variance (ANOVA)

ANOVA					
Model 1	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.371	4	1.091	8.614	0.0000
Residual	8.243	65	0.126		
Total	12.614	69			

From Table 3, it is worth noting that not all the independent variables have shown significant impact on dependent variable. More specifically, the table 3 shows the coefficient for all independent variables (i.e. self-awareness, self-management, social-awareness, and relationship management). Here, only self-management and relationship management have shown significant positive impact on the organizational commitment; whereas, self-awareness and social-awareness are insignificantly related to organizational commitment.

Table 3. Path Coefficients

Coefficients					
Model 1	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta		
(Constant)	1.326	.369		3.585	.000
Self-Awareness	-.008	.082	-.012	-.086	.929
Self-Management	.201	.102	.272	1.954	.056

Social-Awareness	.066	.083	.087	.766	.446
Relationship-Management	.263	.102	.344	2.539	.015

a. Dependent Variable: OC

5. Conclusion

This study has applied the Goleman's model of emotional intelligence to examine the relationship between organizational commitment and emotional intelligence. The findings of this study have concluded some interesting and new insights in this area. Though the past literature has shown a wide range of documented work on the relationship between organizational commitment and emotional intelligence; however, this situation is not present in the context of developing countries. Moreover, from the exiting literature it is also evident that majority of the researchers have reported insignificant relationships between organizational commitment and emotional intelligence. This clearly means that all the emotionally intelligence employees are not motivated for organizational commitment (remaining in their own domain and with specific models). Moreover, the literature also indicates that there are some other factors contributing to this relationship and might be used in the model as mediators. For instance, an employee might be emotionally intelligent and might also be highly committed for his or her growth. However, it is not necessary that he or she would be restricted to the existing organization, might be he switches to some other organization for the grown and development purposes. The current study did not overlook to the relationship between the two and investigated this relationship with the help of Goleman's model of emotional intelligence. The study confirmed that there is a relationship between organizational commitment and some components of the emotional intelligence i.e. self-management and relationship management. On the other hand, the insignificant components included self-awareness and social-awareness might show significant relationship in some other context.

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