Predicting Fars province Red Crescent staff and managers' Organizational Commitment based on their Emotional Intelligence and Organizational Culture

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Abstract
Emotional intelligence is as a set of non-cognitive abilities, skills and competencies that increase a person’s ability to cope with environment and related pressures. Organizational culture is a set of values, beliefs, perceptions and ways of perceiving and thinking that organization members have in common and is taught as a true phenomenon to new members. Organizational commitment consists of individuals' organizational positive and negative attitudes towards the organization as a whole (not just jobs) in which they work. In organizational commitment person has a strong sense of loyalty and is recognized by that organization. This study predicts organizational commitment of Fars province Red Crescent managers and staff based on their emotional intelligence and organizational culture. In this research, three emotional intelligence questionnaires were used: Petrayz and Farnham (2001), Organizational Culture Robbins (2000), and organizational commitment, Meyer and Allen (1997). To statistical analysis Pearson correlation method and multiple regression techniques were used simultaneously. The findings suggest that there is a positive but not significant relationship between emotional intelligence and organizational culture. Emotional intelligence and organizational culture predict 0/48 of the organizational commitment variance and emotional intelligence is a strong predictor of organizational commitment and organizational culture is the next predictor of organizational commitment.

Keywords: emotional intelligence, organizational culture, organizational commitment, Fars province Red Crescent Society.
Introduction

In studying organizational behavior, organizational commitment is considered an attitude, attitude that conveys individual sense in various issues and its importance in organizations because of influencing employee behavior. In recent years, organizational commitment is formed an important part of the organization's studies because its association with quality of life has been demonstrated. Research also suggests that employee engagement is a strong force and effective in organizational success. The concept of organizational commitment is a condition that individual knows the organization as his reagent and wishes to remain in its membership. As noted above, manpower is the most important capital of organization, and whatever this capital have the higher quality the probability of success, survival and promotion of organization will be more. Therefore we should try to improve the quality of manpower because this action will benefit both the organization and the individuals. Important factor that affect self-control, self-efficacy, innovation and creativity in organizations is their organizational culture (Edgar F. Borgatta, Rhonda JV Montgomery, 2000). What comes from findings and researches show the effect of organizational culture on behaviors. So that today in most organizations that key beliefs and values are maintained and extend eagerly, organizational members are more committed to the values and culture is stronger. Other effective factor on people commitment to organization is individual factors. Emotional intelligence as a set of personal characteristics can be considered in this context. Today, knowledge found partially the power and influence of emotions in human mental life and researches are finding the role of emotions in activities, behaviors explain the emotions of discovery and research activities in organizational and human behavior and movements. Emotional intelligence as a potential factor in understanding and predicting individual behavior in organizations is of great interest. Emotional intelligence is something that tries to explain and interpret the emotions and behavior of individual and institutional capacities in humanitarian situations. Some findings suggest that the managers with emotional intelligence are effective leaders whom with right corporate culture, make objectives reachable with maximum productivity and employees satisfaction and commitment. Their approach to control is self-control based on self-awareness. Behavior of organization employees in individual dimension is influenced and analyzed by four factors: Attitudes, Personality, Perception and Learning (Stephen P. Robbins, 2004). Hence, knowledge about employees’ attitudes in the field of organization and working it seems to be necessary for managers. According to researches, three main approaches job satisfaction, job dependency, and organizational commitment have attracted the most attention. Over the past two decades, organizational commitment is a dominant job attitude that is considered by researchers and be subject of many Meta-Analysis researches (Louis Cohen et al, 2007).

1-1- Organizational Commitment:

Organizational commitment can be simply defined as believe the values and organizational goals, a sense of loyalty to the organization, moral obligation, desire and need to stay in the organization: 1- Affective commitment; 2- Normative commitment; 3- Continuance commitment (Meyer, JP, Irving, PG, & Allen, NJ, 1998). Salansik considers commitment a case in which "individual by his own actions and through these actions believe to sustain its activities it means that commitment is meaningful when individual feel responsibility and
reliance to his actions »." Commitment is one of central element of any community and conceptually in each case of commitment there is a necessity, the necessity for someone to do something”. Parsons approach about commitment and its origin is that commitment is a type of interest and emotional attachment and its prerequisite is existence of "other" type and necessitates the existence of general integration and generalized consensus to make conceivable such sense of interest. According to Meyer and Allen (1998) commitment is a mental state that provides desire, need and obligation to employ in an organization (Michael Macaulay & Alan Lawton, 2006). "Emotional commitment" refers to the individual's emotional attachment in the organization, "continued commitment" related to tendency to remain in the organization because of the costs of leaving or staying rewards. And finally "normative commitment" reflects a sense of duty to stay as a member of the organization. On the other hand, commitment is a type of attitude and interpersonal feeling toward the organization, business or group that is effective in judgment, performance and loyalty towards the organization. Depending on the nature of an organization loyalty of its members has an impact on its fate and survival. If the organization regarding its nature faces with humanitarian issues the importance of employees' engagement will be doubled. The necessity of confidence to staff in one hand, and competition between organizations on the other hand emphasizes the existence of committed employees. Commitment, effectiveness and improved performance is the most important objectives of any organization and each organization attempts to reinforce these issues in different ways. Researches have shown that interested staff and those that are loyal to the organization have higher performance and productivity they tend to remain more in the organization, have less absence, have higher motivation and their approval and association with an organization is more. Thus, organizations can identify their level of organizational commitment and changing factors affecting it, realize the goals of organization. Given the importance of staff organizational commitment in the study of organizational behavior, factors and variables influencing it has been studied (Mc Kenna, S., 2005). Steers (1983) has been studied the effect of personal characteristics and professional experience of employees on organizational commitment, demographic factors influencing organizational commitment, factors correlated with organizational commitment, the relationship between independency and challenging jobs; impact of mission, organizational values, employee evaluation, employee participation and appreciation of their efforts with emphasis on three variables organizational structure, individual characteristics and environmental characteristics on organizational commitment (Steers, Richard M, 1983). In general, commitment can be defined as sense of loyalty, identity and a sense of individual, occupational and organizational responsibility. Existence of this factor can have a mutual relationship with administrative and structural parameters. These factors increase the effectiveness and efficiency of the organization and consequently increase the commitment (Sinclair, Robert, R., Tetrick. Lois. E. Scial, 1995). Hunt and Morgan have considered organizational commitment at both micro and macro dimensions. Commitment in micro dimension is obligation into working groups, supervisors and senior management and commitment in macro dimension is obligation to organization as a set and a system. Accordingly, the micro-level of commitment is not necessarily equivalent to the macro level, perhaps existence of a strong commitment at the micro level leads to lower commitment in macro level.

1-2- Emotional intelligence
Simpson (1999) studied the effects of emotional intelligence in the workplace and organizational commitment and examined nine experimental conditions. He found that emotional intelligence has a positive effect on the organization and employees organizational commitment (TA Simpson, 1999). In the area of abilities that affect the performance of individuals the Gardner theory of multiple intelligences (1983) is very important. In this theory, the private intelligence consists of two components:

A) Intrapersonal Intelligence: the associated and inner ability to develop objective and accurate pattern of itself and use it for efficient and effective performance in life.

B) Interpersonal Intelligence: The ability to understand other persons in terms of differences in mood and temperament, motivation, purpose, passion and empathy (Gardner, H., 1999). Attention to concept of intra and interpersonal intelligences was the cause of researches in emotional intelligence fields (Bar-on, R., 1997). Since beginning of the 1990s, the debate about the effectiveness of psychological feelings (emotions) and its adaptive functions and realistic nature of the symbiotic relationship between emotion and cognition was influential in introducing a new concept called Emotional Intelligence. This concept after publishing Goleman emotional intelligence book in 1995 in areas such as education, personal development, work environment and the organization became increasingly popular. Studies have shown that emotional and social skills training as an intervention model that is called emotional intelligence reinforcement, plays important role in improving the quality of interpersonal relationship and its impact on employees attitudes reinforcement and organizational effectiveness seems to be highly significant (Collins et al, 2001). John Mayer and Peter Salovey considered Emotional intelligence concept as an umbrella that covers inter and intra personal abilities and skills and that normally would have been known as software skills (Goleman, D. 1999). Simpson and Scott (1999) in their study concluded that Emotional intelligence has a positive impact on results of organization, teamwork, good communication between staff and managers and their organization commitment (TA Simpson, 1999).

1-3- Organizational Culture:
Human is a creature who have different personalities and abilities in several and because of this various and varied personality the environmental effect on his physical and psychical behaviors and motivations contain unpredictable issues, but although depending on some finding could recognize somewhat human behavior in special environment and define expected results depend on some findings. Which the organizational culture is the main parameter of this that define person’s identity, values and credence’s in a organizational environment. “Farhang”, is Persian word that complex of two words “far” and “hang”. “Far” is prefix means up and “hang” from avesta root of “sang” means weight pulling. Its complex means pull up and pullout (Schein, E, H, 1997). According to Taylor, culture is the learned and sophisticated and a systematic set of knowledge, the arts, beliefs, rituals, and customs law, and origin of goods and many things that mankind has been gaining himself society. Culture operate the organization and its operations, and it is same as operation system of organization that guide the employee in how thinking and how feeling and how doing. Culture is dynamic and mobile and never be fixed. Culture is possible under a set of conditions affects or does not affect (Hafiz, F. and Tudor, I., 1989). Organizational culture is a complex of values, credence’s, perception and dedication and thinking and reflection.
method that organization members have common funds in it. More studies about organizational culture done at early of decade 1980, change the researchers and managers theory about organization and organizational culture analysis become the most important professions in organizational culture issues. Researches note that culture effect on goals and strategy codification, personal behavior and organizational operation, job excitement and consent, Creativity and Innovation, Dedication, commitment, discipline and hard work, and others and we can say that in the organization this is not far from role and impact of organizational culture. (Cameron, Kim S. and Robert E. Quinn, 2006)Culture include all value and mental contents that distinguished human life from animal life. This include family, economy, technique, government, defense system, … (Denison, Daniel, 2000.(Organizational culture is a complex of values, credence’s, perception and dedication and thinking and reflection method that organization members have common funds in it and this is same that learn to newcomer members as a true phenomenon. (David L. Kelly & Stephen F. LeRoy, 2005).Organizational culture namely is a common means system that save b an organization’s members and separate an organization from others. This system wrought from common means and complex of key properties that organization agrees those. (Robbins 1993). Organizational culture has excellent performance and impress because it is product and process, cause and effect. (Nerilee Hing, 2000).

2- Research history:
According to the researches by Dulewicz, v. & Higgs,m 2000 in two past decades some researches started on organization issues that now concentrated on this that is the Emotional Intelligence could predict issues related behavior such as leadership potential, job way extent, group effect, job pressure, job performance and more. The result of this study person with higher level of emotional intelligent has obtained more success at job. (Dulewicz V.and Higgs, M. 1998). Minus feel the job insecurity, have been more effective in group leadership and group operate, earlier adapted to a stressful event and better implement the policies. (Baron, J.2000)Simpson on 1999 in a study set to effectiveness of emotional intelligent at workshop and organizational assurance evaluate 9 experimental cases. He found that the emotional intelligent has positive effect on result of organization work and assurance of employees. (T.A. Simpson 1999).
In another research founds show that there is middle correlation between emotional intelligent and life consent and psychical health. This research that evaluate relation between other variants (in addition emotional intelligent), show at the end the multi-dimensional and general from effectiveness causes to heath, maturity and their relationship. (DE LAZZARI, STEVEN 2000). Another one research with title” relation between emotional intelligent and the career success of clever persons. Result of this research note more research necessity about emotional intelligent and IQ relation especially about career of job. (Ryan De Witte, 2004). In another research guleryuz et al, evaluate the intermediate impress job consent between emotional intelligent and organizational assurance. Results show positive and significant relation of emotional intelligent with emotional intelligent and organizational assurance. In addition the relation between job consent and organizational assurance is positive. From emotional intelligent dimensions, emotion regulation and use of emotions is positive with job consent and other dimensions don't have any relation with job consent. (Guleryuz, K et al, 2008). From the foreign researches we excluded that emotional intelligent effect on many aspects of individual and organizational life of persons such as job results,
organizational assurance, psychical health, life consent, leadership styles, career success and attitudes

3- Population:
The population of present study are all staff managers (n = 33) and Red Crescent staff in Fars Province (n=108) in the province center having upper diploma which includes 141 people totally.

4- Sample and sampling procedure:
In this study, the managers based on their numbers (n = 33) examined through census, questionnaire was distributed among them. Then go to the Fars province Red Crescent official list of names of employees with upper diploma degree was received (purposefully) that is 108 people. Morgan table was used in determining the sample size it was found that 85 patients could be evaluated for the evaluation stratified random sampling was used.

5- Research questions:
The main question:
Can emotional intelligence and organizational culture predict organizational commitment of Fars province Red Crescent managers and staff?

Secondary research questions:
Is there a relationship between emotional intelligence and organizational commitment of managers and staff?
Is there a relationship between organizational culture and organizational commitment of managers and staff?
Is there a relationship between emotional intelligence and organizational culture with organizational commitment of managers and staff?

6- Research Tools:
Three questionnaires were used in this study are as follows:

1 - Organizational Commitment: To measure organizational commitment Allen and Meyer questionnaire (1998) was used that is a three-dimensional questionnaire (affective dimension, continuous and normative) and has 24 items. In response to the questionnaire based on a seven-point Likert spectrum (completely "disagree very much disagree, disagree, no opinion, agree, quite agree completely" agree) score has been established (Meyer, JP, Irving, PG, & Allen, NJ, 1998).

Table 1 shows the calculated reliability and validity for the subscales of the Allen and Meyer questionnaire on organizational commitment on managers and employees of Fars province Red Crescent. As can be seen, the alpha coefficients for the subscales are between 0/70 to 0/74 also the validity of the subscales of the questionnaire is in the range of 0/80 – 0/41 and it is significant at the level of p ≤ 0/02.
Table 1: Reliability and validity of the Organizational Commitment Questionnaire total score and subscales using Cronbach's alpha correlation

<table>
<thead>
<tr>
<th>Cases</th>
<th>Reliability (Cronbach's alpha)</th>
<th>Validity (correlation between the subscales and the total score)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional</td>
<td>0.74</td>
<td>0.80</td>
</tr>
<tr>
<td></td>
<td></td>
<td>p=0.0001</td>
</tr>
<tr>
<td>Continuous</td>
<td>0.70</td>
<td>0.55</td>
</tr>
<tr>
<td></td>
<td></td>
<td>p=0.0001</td>
</tr>
<tr>
<td>Normative</td>
<td>0.70</td>
<td>0.41</td>
</tr>
<tr>
<td></td>
<td></td>
<td>p=0.02</td>
</tr>
</tbody>
</table>

2- Emotional Intelligence: emotional intelligence data is obtained using emotional intelligence questionnaire Petrayz and Farnham (2001). Its primary form has 144 questions each of 15 subscales, assertiveness, expressing emotions, controlling emotions, and emotions, emotion regulation, emotional understanding, empathy, happiness, motivation, optimism, social skills, self-motivation, self-esteem, social competence and skills of the tension. For grading each term in this form a grade between 1 (completely disagree) to 7 (completely agree) is given to each subject by the sum of the obtained scores from all dimensions the total scores is obtained.

Table 2 shows measured reliability and validity for emotional intelligence questionnaire subscale by Petrayz and Farenham on managers and employees of Fars province Red Crescent. As can be seen, the alpha coefficients for the subscales are 0.70 to 0.74. The validity of the subscales of the questionnaire is between 0.82 – 0.59 that is significant at the level of p ≤ 0.04.

Table 2: reliability and validity of emotional intelligence questionnaire total score and subscales using Cronbach's alpha correlation

<table>
<thead>
<tr>
<th>cases</th>
<th>Reliability (Cronbach's alpha)</th>
<th>Validity (correlation between the subscales and the total score)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding Emotions</td>
<td>0.70</td>
<td>0.75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>p=0.0001</td>
</tr>
</tbody>
</table>
3- organizational culture: the notion that is measured by Robbins questionnaire (2000) included 27 items that measure 10 dimensions of organizational culture and is designed based on four-point Likert spectrum ranges from very positive (score 1) to very opposed (Score 4).

Table 3 shows calculated reliability and validity for the subscales of the Robbins questionnaire on organizational culture of Fars province Red Crescent staff and managers. As can be seen, the alpha coefficients for the subscales are 0.60 to 0.90. The validity of the subscales of the questionnaire is between 0.79 – 0.59 that is positive and significant at p = 0.0001.

Table 3: organizational culture questionnaire reliability and validity using correlations with the total score and subscales and Cronbach's alpha method

<table>
<thead>
<tr>
<th>Cases</th>
<th>Reliability (Cronbach's alpha)</th>
<th>Validity (correlation between the subscales and the total score)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk taking</td>
<td>0.90</td>
<td>0.59</td>
</tr>
<tr>
<td>Creativity</td>
<td>0.79</td>
<td>0.79</td>
</tr>
<tr>
<td>Identity</td>
<td>0.62</td>
<td>0.70</td>
</tr>
<tr>
<td>Solidarity</td>
<td>0.84</td>
<td>0.73</td>
</tr>
<tr>
<td>Solidarity</td>
<td>0.84</td>
<td>0.73</td>
</tr>
</tbody>
</table>
7- Method of data analysis:
In present study in order to analyze the questions for main question multiple regression procedure was used. For analyzing secondary questions Spearman test has been used.

8- Research questions findings
Could emotional intelligent and organizational culture predict the fars state Red Crescent province employees and managers organizational assurance?
To answer this question, the multiple regression method was used the result can be seen in Table 4. Based on these results, emotional intelligent and organizational culture predicts 48% of organizational assurance variance and the emotional intelligent with regression coefficient 0.63 is the stronger organizational assurance predictor in the 0.0001 level. And the organizational culture with 0.19 regression coefficient is next organizational assurance predictor in the 0.004 level.
Table 4 result of regression analysis of organizational assurance on emotional intelligent and organizational culture

<table>
<thead>
<tr>
<th>variant</th>
<th>R</th>
<th>R²</th>
<th>β standard</th>
<th>t</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional intelligent</td>
<td>0.7</td>
<td>0.48</td>
<td>0.63</td>
<td>10.20</td>
<td>0.0001</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>0.19</td>
<td>0.04</td>
<td>0.19</td>
<td>2.90</td>
<td>0.004</td>
</tr>
</tbody>
</table>

The first sub-question test
Is there any relation between employees and managers emotional intelligent and organizational commitment?
To evaluate all hypotheses tests the spearman test used. Table 5 show relation between emotional intelligent and organizational assurance of managers and employees
Table 5 Results of correlation test between emotional intelligent variant and organizational commitment of employees and managers

<table>
<thead>
<tr>
<th>Emotional intelligent</th>
<th>Correlation coefficient</th>
<th>0.645**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant level</td>
<td>0.002</td>
<td></td>
</tr>
<tr>
<td>Observation number</td>
<td>152</td>
<td></td>
</tr>
</tbody>
</table>

** Correlation is significant at 0.01 level

According to the above table and significant level 0.002 it can be concluded that there is a relation between emotional intelligent variant and organizational assurance of employees and managers. The 0.645 correlation coefficient shows that relation between emotional intelligent and organizational assurance of employees and managers is a middle and positive relation. It means that by increasing emotional intelligent, the organizational assurance of employees and managers increase. In other word with 99% of trust it can express that in evaluated society emotional intelligent and organizational assurance of employees and managers have significant relation.

Second sub-question test
Is there relation between organizational culture and organizational commitment of managers and employees?
Table 6 show relation between organizational culture and organizational assurance of managers and employees
Table 6 Results of correlation test between organizational culture and organizational assurance variants of employees and managers
**Correlation is significant at the level of 0.01

As provided above, according to significant level 0.002 there is middle and positive relation between organizational culture and organizational assurance of managers and employees. It can be said that by increasing organizational culture, organizational assurance of employees and managers increase at middle grade.

Third sub-question test
Is there relation between emotional intelligent and organizational culture and organizational assurance of managers and employees?

Table 7 show relation between emotional intelligent and organizational culture and organizational assurance of managers and employees

Table 7 results of correlation test between emotional intelligent and organizational culture and organizational assurance of managers and employees

<table>
<thead>
<tr>
<th></th>
<th>Organizational assurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture</td>
<td>Correlation coefficient</td>
</tr>
<tr>
<td></td>
<td>0.456**</td>
</tr>
<tr>
<td>Significant level</td>
<td>0.002</td>
</tr>
<tr>
<td>Observation number</td>
<td>152</td>
</tr>
</tbody>
</table>

**Correlation is significant at the level of 0.01

Based on above table it can be said that there is significant relation between emotional intelligent and organizational culture and organizational assurance of managers and employees with correlation coefficient of 0.554 in significance level of 0.002. in other word with 99% of trust it can said that in evaluated society emotional intelligent and organizational culture and organizational assurance of managers and employees have significant relation
together and by increasing emotional intelligent and organizational culture, organizational assurance of managers and employees increases.

9- Conclusion
In this regard, it must be said that based on findings of this study, emotional intelligence and organizational culture can predict organizational commitment and here emotional intelligence is stronger predictor. The findings suggest that there is a positive but not significant relationship between emotional intelligence and organizational culture. Emotional intelligence and organizational culture predict 0/48 of organizational commitment variance and emotional intelligence is stronger predictor for organizational commitment and organizational culture is another predictor for organizational commitment.

Emotional Intelligence and Organizational Culture predict 0/48 of the variance in organizational commitment and emotional intelligence is stronger predictor of organizational commitment and organizational culture is next predictor this effort led to a kind of tacit coordination between individual and organization finally commitment toward organization. On the other hand organizational culture generally shows a system of common meanings and characteristics that are valuable to organization and people also shows common understanding and perception of members. So, when these common points beside and aligned with organization cause a kind of unity in organization that committed person to the organization, these features leads to organizational commitment.

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