

Emotional Intelligence and Organizational Commitment between the Hotel Staff in Tehran, Iran

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The aim of this paper is to find out the relationship between emotional intelligence and organizational commitment of the hotel staff in 5-Star hotels of Tehran, Iran. The research enjoys an applied, descriptive, survey-based, and correlational framework. The population of the study was comprised of 423 employees (N =423) of public 5- star hotels in Tehran including *Esteghlal*, *Laleh*, and *Homa*. The sample was randomly selected based on Kerjesi- Morgan table and included 142 (n=142) individuals. The data gathering instruments were two standard questionnaires measuring emotional intelligence and organizational commitment. To analyze the data, Pierson correlation, ANOVA, and Qi-square were employed and results revealed that there was a significant relationship between the two main variables of the study, namely; emotional intelligence and organizational commitment and some of the components of these variables. This signifies the necessity of attracting and employing highly emotionally intelligent individuals, training them in different levels and leading them towards the application of the skills required. Paving the ground for the development and continuation of emotional intelligence within managers and the staff of the hotels and residential centers are also inevitable factors to be followed.

Keywords: emotional intelligence, organizational commitment, hospitality, tourism, 5 star hotels

Introduction

Organizational commitment as one of the most significant perspectives related to employments nowadays has attracted a lot of attention among the management researchers. The reason undoubtedly lies in the results and achievements; the committed and satisfied staffs naturally function better and influence the improvement of organization and its productivity (Oshagbemi, 1997; Yousef, 2000). On the other hand, the organizational commitment of the employees can highly affect the quality of the services presented in various customer-oriented organizations, specifically hotels and residential places. Some findings indicate that there is a direct and measurable relationship between customer services variables (such as satisfaction and loyalty) and staff variables (such as satisfaction, willingness to work, loyalty, commitment, quality, and quantification of internal services) on the one hand, and the financial results of organization on the other hand (Brooks, 2000; Sweet Man, 2001). Employee satisfaction also, in its own turn, enhances their commitment and loyalty and as a result improves their productivity (Corporate Leadership Council, 2003).

Meanwhile, managers of hotels and residential centers who are always concerned about quality of services, guest satisfaction, productivity, competitiveness, and such achievements face with the question of how to achieve these goals. Organizational commitment that can be defined as holding conviction to organization goals and values, having tendency towards significant efforts leading to achievements of such goals as well as consuming interest to continue with the organization can be one of the most fundamental ways satisfying the managers' concerns. The hotel which is able to attract, employ, train, and maintain the committed staff, in fact possesses a valuable human recourse who believe in their organizational values, recognize their role and status in the organization, are satisfied with their jobs and play an acceptable role in delivering services to their guests (Clark et al., 2011).

In order to enhance the staff organizational commitment, in general and hotel staff and residential centers, in particular significant efforts have been made in theoretical and professional aspects. Few researches in reliable sources confirm the accuracy of this claim. Different elements and factors are investigated and studied for enhancing and affecting this key variable however, little deliberation in staff emotional intelligence of residential centers and its correlation or effectiveness on their

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organizational commitment is witnessed (Abraham, 2000). Bradberry and Greaves (2005) believe that concerning the effect of emotional intelligence on the job success, rarely can one find jobs in which the staff actions have little relation to the emotional intelligence. Studying the staff emotional intelligence in hotel industry is of paramount importance because they are in constant relationship and interaction with guests. Their behaviors and attitudes therefore impact guest directly and impress quality of delivering services to guests. The most typical reason of addressing such realm by researchers is that there is not any research available in hotels and residential centers and in the next place is the possibility of positive correlation between the two (Abraham, 2000).

Literature Review

The success of any organization, in general (and service organizations and residential centers in particular) not only depends on the organization in taking advantages of its human resources but also mainly on its staff organizational commitment (Beukhof et al., 1998; Thorn hill et al., 1996). Commitment is such a variable which is related to both staff outputs and organization outputs. High commitment would energize the factors such as sense of belonging to organization, safety, self-efficacy, career development, and intrinsic encouragement (Rowden, 2000) for staffs, and will result in dependency employment, job rotation decrement, reducing educational costs, increasing job satisfaction, and acceptance of organization demands by the staffs. High commitment can provide the organization with accomplishing the goals such as the quality of services for organization (Moday et al., 1982). Many authors have presented different definitions and measurable tests about organizational commitment. Mullins (1994) defines this structure with the interpretation of identity and continuity degree of individual with organization.

Meyer and Allen (1997) argue that organizational commitment consists of individual's psychological status which specifies the individual's relation with organization that leads to making decision about staying with the organization. Moday, et al (1982) also define organizational commitment as staff's holding conviction to organization goals and values, having tendency toward significant efforts representing organization as well as high interest in maintaining one's membership in organization. Among the above-mentioned definitions about organizational commitment, the definition presented by Moday et al. (1982) is considered as criterion and

benchmark for the present research. Concerning the implication of emotional intelligence, a lot of experts have presented variety of models and definitions.

The most recent of which could be distinguished as follows: 1) Bar-On's synthetic model (emphasizing individual's mental health). 2) Golman 's synthetic model (emphasizing organizational performance). 3) Salovey and Meyer 's cognitive model (emphasizing the quite rational origin of organizational intelligence). 4) Higgs and Dulewiz's model Bar-On's model is known as a synthetic approach which combines emotional intelligence with other features such as: motivation, relational improvement, and mental health. The other model of emotional intelligence which is known as the functional theory was introduced by Daniel Golmen. The third model in this respect is the capability model presented by Salovey and Karsoand introducing the emotional intelligence as an intelligence related to emotions. The model encompasses the following seven components:

- Self awareness: Being aware of one's sensations and emotions and being able to recognize and manage them
- Emotional adaption: Adaptability and functionality in various appropriate and stable work conditions
- Motivation: An inner stimulatory force leading one to success and facing with challenges and problems
- Social interpersonal sentiment: Being aware of the needs and wants of others and employing them effectively in social interactions
- Influence: The ability of motivating others to change their perspectives in an issue or in decision making
- Perception: the ability of making use of one's envision and insight to make decisions in ambiguous situations
- Disciplines coherence and conscience: Ability of functioning well in line with ethical requisites in the organization (Higgs & Dulewicz, 2000; Wannmaker, 2005).

What is mainly considered in the present study to gather the data is the four-component model of Golman which is briefly presented here and now. Having started this work in 1995 Golman presented five essential and typical territories in emotional intelligence: 1) evaluation of emotions, 2) regulation of emotions; 3) motivation and self controlling of emotions; 4) understanding and recognizing the emotions; 5) communication and emotions.

Golman (2001) reduced the territory to the four as follows: 1) self awareness 2); self management 3); social awareness; and 4) management of social relations. Velmurgan and Zafar (2010) presented their research entitled "the effect of emotional

intelligence on organizational commitment focusing on 50 hotel managers in Trichy in Tamilnadu". Their findings revealed the highly significant influence of emotional intelligence on organizational commitment. Guleryuzeral et al. (2008) in their research proved the significant relationship between job satisfaction, emotional intelligence and organizational commitment.

The findings showed that relationship between job satisfaction and organizational commitment was also highly significant. It is deciphered that job satisfaction plays a significant role mediating between emotional intelligence and organizational commitment. The direct influence of emotional self evaluation and employing emotions on organizational commitment were considered as the most significant findings of this research. Salami (2008) studied the democratic and psychological factors of predicting the organizational commitment of industrial workers in Nigeria and proved that emotional intelligence, work-role salience, motivation to succeed, job satisfaction, and the entire democratic factors except gender were accounted significant to predict organizational commitment.

According to Abraham (2000) the social relation within the organizations increases organizational commitment and loyalty of the staff and since emotional intelligence highly correlates with individual's ability to cooperate with others, they seem to enjoy more commitment with their respective organization.

Studying 76 experts from different industries, he came up with the idea that the staffs with high emotional intelligence were happier than others and held more commitment with their respective organizations. Zainal Arifin and Yahaya Mohd (2004) studied the effect of emotional intelligence on organizational commitment and job satisfaction of staff in public and private sectors and represented a high significant correlation between the two main variables.

Cichy et al. (2007) studied the relationship between the emotional intelligence and organizational commitment of private club members and volunteer leaders of the committees in a case study. The result of their research revealed that there was a high significant difference between the individuals with low emotional intelligence and the one's with high emotional intelligence.

Research Method

This study was carried out in 5 star public hotels of Tehran, Iran. It uses quantitative methods to determine the relationship between the emotional

intelligence and organizational commitment of the hotel staff in 5 star public hotels of Tehran. The population of the study was comprised of 423 employees (N= 423) of public 5 star hotels in Tehran including *Esteghlal*, *Laleh*, and *Homa*. The sample was randomly selected based on Kerjesi-Morgan table and included 142 individuals (n=142). Following the recognizing hotel staff numbers, the sample size in each hotel was determined and data were collected in June and July 2011.

The data gathering instruments employed in the study were two standard questionnaires, namely Bradbury's emotional intelligence (2004) and organizational, commitment questionnaire by Moday et al. (1979). Although the instruments were standard and tested before in different contexts, they were validated by 6 faculty members before the survey were carried out and necessary amendments were applied. The measurement of the emotional intelligence variable was done based on the following 4 components and indicators: 1. self-awareness, 2. self-management, 3. social awareness and 4. social relations.

The second research variable (organizational commitment) was measured based on the following 3 components and the related indicators: 1. believe in and acceptance of goals, 2. efforts as a member of the organization and 3. maintaining membership. Cronbach alpha computed recorded the correlation coefficient of the questionnaires 80% and 75% respectively. To analyze the data, Pierson correlation, ANOVA and Qi-square were employed.

Findings

Results of the study, using descriptive statistics, Pierson correlation ANOVA and Qi-square for determine the relationship between the emotional intelligence and organizational commitment of the hotel staff in 5 star public hotels of Tehran are shown. The sample of the study consisted of 141 employees from 3 five-star hotels of Tehran namely *Esteghlal* (74), *Laleh* (40) and *Homa* (27). The total numbers of male and female under the study were 106 and 35 respectively. The main research question was to determine if there is any relationship between emotional intelligence and organizational commitment of staff in 5 star public hotels in Tehran. The result of Pearson correlation coefficient revealed that there was a highly positive significant correlation between emotional intelligence and organizational commitment as the Pearson correlation was 187 with $\alpha=0.05$ (Table 1). This signifies that as emotional intelligence increases the organizational commitment meets an increase and vice versa.

Table 1. Pearson correlation emotional intelligence and organizational commitment.

| | | Emotional intelligence | Organizational commitment |
|---------------------------|---------------------|------------------------|---------------------------|
| Emotional intelligence | Pearson Correlation | 1 | .187* |
| | Sig. (2-tailed) | | .041 |
| | N | 126 | 120 |
| Organizational commitment | Pearson Correlation | .187* | 1 |
| | Sig. (2-tailed) | .041 | |
| | N | 120 | 129 |

* Correlation is significant at the 0.05 level (2-tailed).

Research question 1

Is there any relationship between emotional self-awareness and organizational commitment of staff in 5 star public hotels in Tehran? To answer this question, ANOVA was used.

Results revealed that there is a highly positive relationships between emotional self awareness and maintaining membership and researchers can be 95% sure that such a relation exist since $\alpha = 0.05$, Beta=0.27, and T= 2.39.

The result also shows that there is no significant relationship between the two components of accepting the goals and believing in them and putting efforts as a member and the emotional intelligence.

Table 2. Multiple regression.

| Model | Beta | T | Sig. |
|------------------------------------|-------|--------|------|
| (Constant) | | 7.662 | .000 |
| Believe in and acceptance of goals | -.052 | -.449 | .654 |
| Efforts as a member | -.142 | -1.276 | .205 |
| Maintaining membership | .276 | 2.395 | .018 |

Dependent variable: emotional self awareness

Research question 2

Is there any relationship between emotional self management and organizational commitment of the staff in 5 star public hotels in Tehran? According to findings of ANOVA was used and as Table 3 represents there is a negative significant relationship between the component of emotional self- management and putting efforts as a member, with 95% of insurance degree as $\alpha = 0.05$, beta is equal to -0.27 and T= -2.63.

As table 3 represents there is a positive and significant relationship between emotional self management and maintaining membership in the organization with the $\alpha = 0.01$, Beta= 0.46, and t= 4.44. There is no meaningful relationship found between emotional self management and accepting and believing in the goal of the organization.

Table 3. Multiple regression.

| Model | Beta | T | Sig. |
|------------------------------------|-------|--------|------|
| (Constant) | | 7.243 | .000 |
| Believe in and acceptance of goals | .093 | .878 | .381 |
| Efforts as a member | -.272 | -2.630 | .010 |
| Maintaining membership | .469 | 4.446 | .000 |

Dependent variable: emotional self-management

Research question 3: Is there any relationship between social awareness and organizational commitment of the staff in 5star hotels in Tehran? To answer the question above, ANOVA was used and as table 4 represents there is no significant relationship between social awareness and organizational commitment.

Table 4. Multiple regression

| Model | Beta | T | Sig. |
|------------------------------------|-------|-------|------|
| (Constant) | | 8.021 | .000 |
| Believe in and acceptance of goals | .182 | 1.621 | .108 |
| Efforts as a member | -.107 | -.990 | .324 |
| Maintaining membership | .174 | 1.545 | .125 |

Dependent Variable: social awareness

Research question No. 4: Is there any relationship between social relations and organizational commitment of the staff in 5star hotels in Tehran?To answer the question above ANOVA was employed and the results represented in Table 5 proved that there were no significant relationships between social relation management and organizational commitment components.

Table 5. Multiple regression.

| Model | Beta | T | Sig. |
|------------------------------------|-------|-------|------|
| (Constant) | | 9.581 | .000 |
| Believe in and acceptance of goals | .072 | .621 | .536 |
| Efforts as a member | -.100 | -.896 | .372 |
| Maintaining membership | .186 | 1.587 | .115 |

Dependent variable: Social relation management

The findings of the research also revealed the categorizing of the hotels studied in terms of the two main variables (emotional intelligence and organizational commitment) as follows: As table number 6 represents Homa hotel staff enjoy the highest emotional intelligence (78.76), Esteghlal hotel stands second with 60.53 and Laleh hotel follows them with (57.58) based on the Kruskal-Wallis test, this means that the emotional intelligence difference of the staffs in the three above mentioned hotels was truly significant with $\alpha = 0.05$.

Table 6. Kruskal-Wallis test.

| | Hotel | N | Mean Rank |
|------------------------|-----------|-----|-----------|
| Emotional intelligence | Homa | 27 | 78.76 |
| | Esteghlal | 59 | 60.35 |
| | Laleh | 40 | 57.85 |
| | Total | 126 | |

Table 7 represents the organizational commitment of the staffs in Homa hotel is 88.63 which guarantees the hotel's coming first in the category, while Laleh hotel with 62.43, and Esteghlal hotel with 57.86 stand in the second and third places respectively. This means that based on Kruskal-Wallis test, the difference between organizational commitment among the three hotels is significant with 95% of degrees as $\alpha = 0.05$.

Table 7. Kruskal-Wallis test.

| | Hotel | N | Mean Rank |
|---------------------------|-----------|-----|-----------|
| Organizational commitment | Homa | 24 | 88.63 |
| | Esteghlal | 65 | 57.86 |
| | Laleh | 40 | 62.43 |
| | Total | 129 | |

Conclusion and Discussions

This paper has identified and discussed the relationship between emotional intelligence and organizational commitment of the hotel staff in 5-Star hotels of Tehran, Iran. Three main findings have been unearthed.

First the results represent that there is a highly positive significant and meaningful relationship between emotional self awareness and maintaining membership component. This means that those hotel staffs who recognize their own feelings, emotions and excitements, compared to other ones, are more willing to maintain and keep their job and feel happier as they work with the organization. This can be in line with the findings of Welmorgan and Zafar (2010), Guleryuzeral et al. (2008), Salami (2008), Abraham (2000), ZainalArifin and YahayaMohd

(2004) and Cichy et al. (2007). Hence it is suggested that hotel or human resource managers should try to increase the hotel staff emotional intelligence skills, specifically emotional self awareness via delivering lectures and holding workshops. This surely can lead to the increase in the interest of the staff in the hotel and their more energized commitment.

Second; there is a negative meaningful relationship between the emotional self management and putting efforts as a member. This signifies that the hotel staffs who are able to control their feelings and excitements as a member do not put that much of effort to promote the organizational goals.

Another section of the results however reveals that although, such individuals do not make attempts, they are interested in keeping on their membership in the organization. Such staffs are patient, trustable, dutiful and innovative. Paving the grounds such as involving them in various activities and assigning specific duties to them specifically to those enjoying higher emotional intelligence can lead to fruitful achievements for the organization.

The third and fourth findings of the research present no relationship between social awareness, social relation management group and the three organizational commitment components. Therefore, for the betterment of organizational commitment among the hotel staffs, it seems the other findings of the research should be taken into consideration. The most significant finding of the present research however reveals that there is a high correlation between emotional intelligence and organizational commitment. This signifies that it is possible to increase the organizational commitment of the employees through their emotional intelligence. This result proves the findings of the previous studies done by Welmorgan and Zafar (2010), Guleryuzeral, et al (2008), Salami (2008), Abraham (2000), ZainalArifin and YahayaMohd (2004) and Cichy et al. (2007).

According to findings the employees enjoying higher emotional intelligence are able to render desirable relationship in their respective organization as they do the same with their guests and fellow-staff. Since any organization in general and service and customer-oriented ones such as hotels, in particular cannot continue ignoring the clients and the staff, high organizational commitment can be considered a key factor in their existence. Logically speaking the staff enjoying higher emotional intelligence can hold higher organizational commitment and pay off well to their organization.

The findings of the present research signifies the necessity of attracting and employing highly emotionally intelligent individuals, training them in different levels and leading them towards the

application of the skills required. In case the hotel staff could control and manage their feelings and excitements effectively they can leave positive impacts on their fellow-staff, managers and the guests. This way they would enjoy higher job satisfaction and organizational commitment.

Managers of hotels and residential centers may implicate the findings of the present research and similar ones to energize organizational commitment among their staff.

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