

Predicting Organizational Commitment: The Mediating Effects of Emotional Intelligence and Job Satisfaction

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ABSTRACT

The objective of this research is to examine the predicting Organizational Commitment the mediating effect on Job satisfaction and emotional intelligence. Data used in this study were collected with a questionnaire collected and collated using regression and correlation analysis. The result showed that Emotional intelligence (EI) and Job Satisfaction have positive relationship with Organizational commitment. Result also indicated that emotional intelligence and job satisfaction have 47.2% decisive influence on organizational commitment. This means that emotional intelligence has strong influence on organizational commitment. A beta value of 0.782 suggests that for every one standard deviation increase in the predictors, Organizational Commitment increases by 0.782 standard deviations. The t-value tests the significance of the predictors. A t-value of 17.904 indicates that the predictors (Emotional Intelligence and Job Satisfaction) are statistically significant in predicting Organizational Commitment.

Keywords: Emotional Intelligence, Job Satisfaction, Organizational Commitment

Introduction

Employees with better understanding of emotional intelligence will perform better and demonstrate high level of organization commitment in workplace. One of the most important yardsticks for the success of any organization is highly dependent on the level of emotional intelligence and satisfaction of the work. This is because, the attitudes and behaviors of the employees in any organization is a product of their own level of emotional intelligence. Previous researches had shown that, there has been a good consistency in the connection of Emotional intelligence and also commitment this can greatly contribute to things such as the establishment and building of relationships, effectively managing your emotions and the emotions of those that are around you in the work place, and also managing conflicts that may arise in the workplace. This study can help us to learn special emotional intelligence abilities, example which includes skills of awareness and also the skill of being empathetic and not just knowing these skills but also understanding their own quota of contribution that they have to offer in organizational commitment [1].

Furthermore, the physical, psychological and even professional achievements of employees is greatly dependent on emotional intelligence. In addition to this, an individual's level of satisfaction of his or her job can also be a dependent factor on the level of commitment at the work place. When employees have an unquestionably high level of emotional intelligence and job satisfaction there, they are easily able to create a balance between their day-to-day work and their own personal lives. Job satisfaction still remains one of the bedrocks for commitment and has a long history as an independent and dependent variable in organizational research. Various research before now have shown the effect of various characteristics like that of autonomy and workload and commitment of each individual in any work environment. In fact, there is some debate in the literature as to whether job satisfaction is a cognitive or affective variable, although as an attitude it should contain both elements. In fact, in more recent times, researchers have discovered evidence that positive mood and emotions at work are also related to overall job satisfaction and have called for further research that explicitly accounts for this component of job satisfaction. As a matter of fact, even if there are established models like Meyer and Allen's three component models propounded in the year 1991 remains essential till this present day, there are other

more recent discoveries that still look intensely into the various complications with regards to organizational commitment [2].

Llobets and Angels Fito defined job satisfaction as the degree of positive emotion a member of the organization has in connection with his/her employment. Both these definitions focus on the affective evaluation of the person's experiences at work, which is the core component of job satisfaction. On the other hand, organizational commitment can be seen as the ability to actively differentiate the level of employee activity (actions), and participation. Organizational commitment can be regarded as emotional dependence and psychological dependence on the organization, whereby an employee who is very committed to his or her job is identified through the organization [3].

This research work shows us the dynamism of the workplace while focusing on the present-day generation (the millennials and the gen-z as a workforce) there are studies that explore the relationship between their value systems and even their desires to their level of commitment in the workplace. Some of these studies can be further seen [4].

Apart from the above stated, this research would also lay the spotlight upon the influence of remote work arrangement on the commitment of the workforce and would also open us up to the various possible strategies that can employed for encouraging job commitment. Recent studies have also been able to get to further study the link between various innovative thinking, employee wellbeing and also commitment. Emotional intelligence sharpens and also strengthens commitment levels in any organization [5].

Empirical Review

Role of job satisfaction and organizational commitment in employee loyalty: Empirical analysis from Saudi hotel industry Malik stated that Employees are an inevitable element of the employee loyalty process. Employees are not loyal by birth, they turned to be loyal to their job roles and organization; eventually, through employee loyalty process. The purpose of the study is to enhance employee loyalty especially in the hotel industry of Saudi Arabia. Quantitative method is employed in the present study. By a similar rationale, the present study utilizes the blended techniques to investigate the real usage of employee loyalty in the hospitality business of Saudi Arabia. The present study is rationalized through the cluster sampling method. Data were collected from the five big and busy cities of Saudi Arabia. A questionnaire was distributed in five, four and three-star hotels. The research findings indicate that there is a significant relationship between job satisfaction and organizational commitment or employee loyalty. This study has made contributions in the theoretical, methodical as well as the managerial fields. This research will help hospitality management to recognize the impact of low employee loyalty. Executives in the hospitality industry can apply strategies to increase employee loyalty. As a result, the industry can maintain its employees and develop its operative performance. By exploring the value of employee loyalty in the hotel industry specifically, the researcher hopes to contribute to the enhancement of the quality of life in hotel employees and society as a whole. This research is among the few studies on how hotel industry benefit and utilize employee loyalty, as a whole. Habeeb investigated

the influence of emotional intelligence on job satisfaction and organizational commitment. While navigating through the contemporary turbulent business environment, the work-related areas are required to be improved furthermore, because an excellent worker or academic brilliance may not always lead to a successful career. This scenario leads to the aim of the present study, which is to explore the effect of Emotional Intelligence (EI) on the work environment of the employees in the field of banking. The banking industry has been chosen as the targeted area because of its dynamic work-related activities. The present study focuses on the impact of EI on bank employees in grueling work habitats. The methodology adapted to the study is a multi-sampling technique. The sample consists of 532 employees working in the banking sector of Bahrain. To fulfill the fundamental target of the research, directing quantitative studies, a structured based and a closed-ended questionnaire has been formed. The research finding states that self-awareness, self regulation, self-motivation, social-awareness, social skills, and organizational commitment have a direct effect on EI. This result has also contributed to the existing literature on EI and suggested decision-makers and practitioners to adopt self-report and mixed measures through which organizations can create effective satisfaction and eventually effective commitment [6].

Research Method

Data Collection Methods

Data will be collected through self-report questionnaires administered to a sample of organizational employees. Questionnaires offer a standardized and efficient approach for gathering data from a hundred participants [7].

Participant Selection

The target population for this study is employees working in a single organization in Port Harcourt. A purposive sampling technique will be utilized to recruit participants who meet specific criteria, such as being employed full-time for at least six months. This ensures a sample with a baseline level of organizational experience [8].

Data Analysis Procedures

The collected data will be analyzed using statistical software (e.g., SPSS). Descriptive statistics will be employed to summarize the data on EI, JS, and OC. Subsequently, correlation analysis will be conducted to determine the strength and direction of the relationships between these variables [9]. Regression analysis might also be used to explore the extent to which EI and JS jointly predict OC

Data Analysis and Result

Table 1:

1.	Organizational Commitment	1 100	.875" .000 100	.669" .000 100
2.	Job Satisfaction	.875" .000 100	1 100	.672 .000 100
3.	Emotional Intelligence	.669" .000 100	.672" .000 100	1 100

Table 1 presents the correlation coefficients between three variables: Organizational Commitment, Job Satisfaction, and Emotional Intelligence. The table includes the correlation coefficients (represented as Pearson's r), the significance level (p -value), and the sample size (n). The correlation coefficient of 0.875 indicates a very strong positive relationship between Organizational Commitment and Job Satisfaction. This means that higher levels of job satisfaction are associated with higher levels of organizational commitment, and vice versa. The p -value of 0.000 confirms that this relationship is statistically significant. The correlation coefficient of 0.669 indicates a strong

positive relationship between Organizational Commitment and Emotional Intelligence, though not as strong as the relationship between Organizational Commitment and Job Satisfaction. The p -value of 0.000 confirms that this relationship is statistically significant. The correlation coefficient of 0.672 indicates a strong positive relationship between Job Satisfaction and Emotional Intelligence, similar in strength to the relationship between Organizational Commitment and Emotional Intelligence. The p -value of 0.000 confirms that this relationship is statistically significant [10].

Testing of Hypotheses

Table 2: Influence of Emotional Intelligence on Organizational Commitment

Model 1	R 0.589		R ² 0.472		Adjusted R ² 0.272	STD Error of the Estimate	
Explanatory variable	Constant	B	Std error	T-value	P-value	Remarks	
Emotional Intelligence		15.450	0.899	9.051	0.000		
		0.689	0.296	4.296*	0.000	S	

Source: Data Analysis, 2024

Table 2 indicated that emotional intelligence ($t = 4.296$, $p = 0.000$) has positive and significant impact on organizational commitment. Result also indicated that emotional intelligence has 47.2% decisive influence on organizational commitment. This means that emotional intelligence has strong influence on organizational commitment. The study concurs with previous studies that emotional intelligence is a strong predictor of organizational commitment [11].

Therefore, the null hypothesis which states that emotional intelligence does not influence organizational commitment is rejected, while the alternative is accepted.

Table 3: Influence of Job Satisfaction on Organizational Commitment

Model 1	R 0.712		R ² 0.701		Adjusted R ² 0.682	STD Error of Estimate 0.203	
Explanatory variable	Constant	B	Std error	T-value	P-value	Remarks	
		5.932	0.819	9.392	0.000		
Job satisfaction		0.690	0.451	6.296**	0.000	S	

Table 3 indicated that job satisfaction independently ($t = 6.296$, $p = 0.000$) has positive and significant impact on organizational commitment. Result also indicated that job satisfaction has 47.2% decisive influence on organizational commitment. This means that job satisfaction has strong influence on organizational commitment. The study aligns with previous studies that job satisfaction has a positive and significant link with organizational commitment [12].

Therefore, the null hypothesis which states that job satisfaction does not influence organizational commitment is rejected, while the alternative is accepted.

Table 4: Joint predictors of Emotional Intelligence and Job Satisfaction on Organizational commitment

Model	(Emotional Intelligence and Job Satisfaction)
Beta-value	0.782
T-value	17.904
.Adjusted R Square	.763

R	.875 $\bar{a}$
R Square	.766
F-value	320.534

- Dependent Variable: Organizational commitment
- Predictors: (Constant), Emotional Intelligence and Job Satisfaction

Table 2 provides the results of a regression analysis where Emotional Intelligence and Job Satisfaction are used as predictors of Organizational Commitment. A beta value of 0.782 suggests that for every one standard deviation increase in the predictors, Organizational Commitment increases by 0.782 standard deviations. The t -value tests the significance of the predictors. A t -value of 17.904 indicates that the predictors (Emotional Intelligence and Job Satisfaction) are statistically significant in predicting Organizational Commitment. Typically, a t -value greater than 2 (in absolute value) indicates significance. Adjusted R Square reflects the proportion of variance in Organizational Commitment that is explained by the model, adjusted for the number of predictors. An adjusted R Square of 0.763 means that

76.3% of the variability in Organizational Commitment can be explained by Emotional Intelligence and Job Satisfaction.

R Is the correlation coefficient between the observed and predicted values of Organizational Commitment. An R value of 0.875 indicates a strong positive correlation, suggesting that the model's predictions are closely aligned with actual values. R Square is the proportion of variance in Organizational Commitment that is explained by the predictors in the model. An R Square of 0.766 means that 76.6% of the variability in Organizational Commitment can be explained by Emotional Intelligence and Job Satisfaction. The f-value tests the overall significance of the regression model. An f-value of 320.534 indicates that the model is statistically significant, and there is a very low probability that the observed relationships are due to chance [13].

This implies that the high R Square (0.766) and Adjusted R Square (0.763) values indicate that Emotional Intelligence and Job Satisfaction are very strong predictors of Organizational Commitment. The firm can confidently use these variables to predict and enhance organizational commitment among employees. Since these two factors significantly influence Organizational Commitment, the firm should prioritize initiatives that enhance job satisfaction and emotional intelligence. This could involve employee engagement programs, emotional intelligence training, stress management workshops, and fostering a supportive work environment. By improving Emotional Intelligence and Job Satisfaction, the firm can expect higher levels of Organizational Commitment. This is likely to lead to lower turnover rates, higher employee retention, and better overall performance [14].

Implementing training programs that enhance employees' emotional intelligence can have a substantial impact on their job satisfaction and organizational commitment. These programs can focus on emotional regulation, empathy, communication skills, and interpersonal relationships. Leaders and managers should be trained to recognize and improve both their own and their team members' emotional intelligence and job satisfaction. Effective leadership that prioritizes these aspects can create a more committed and motivated workforce. The firm can develop organizational strategies that explicitly target improvements in job satisfaction and emotional intelligence as a means to boost organizational commitment. This can include policy changes, enhanced communication channels, and a focus on work-life balance.

In summary, this table underscores the critical role of Emotional Intelligence and Job Satisfaction in fostering Organizational Commitment. By focusing on these areas, the firm can enhance employee engagement, retention, and overall performance.

Summary of Findings

This study delved into the impact of Emotional Intelligence (EI) and Job Satisfaction (JS) on Organizational Commitment (OC) among employees within an educational setting. Utilizing a quantitative correlational research design, data was gathered from 100 employees through meticulously validated questionnaires assessing EI, JS, and OC. The study identified key dimensions of EI-self-awareness, self-regulation, self-motivation, social awareness, and social skills-as crucial elements influencing

organizational commitment. Employees exhibiting higher EI levels demonstrated better stress management, more effective professional relationship navigation, and a greater sense of purpose in their roles, leading to increased job satisfaction. Furthermore, the research confirmed that job satisfaction significantly predicts organizational commitment, highlighting that satisfied employees tend to develop a robust emotional connection with their organization, fostering higher loyalty and dedication.

Recommendations

Building on the current study, future research could explore several avenues. Longitudinal studies would be particularly valuable, providing insights into how EI and JS influence OC over extended periods. Comparative studies across different industries and cultural contexts could reveal variations and broader applicability of the findings. Additionally, intervention studies focusing on the effectiveness of specific EI and job satisfaction initiatives could offer practical guidance for organizational development efforts, helping to refine strategies that enhance employee commitment.

Conclusion

In conclusion, this study emphasizes the vital role of Emotional Intelligence and Job Satisfaction in fostering Organizational Commitment. By investing in the development of employees' emotional skills and creating a work environment that promotes satisfaction, organizations can build a committed and loyal workforce. These efforts not only improve individual well-being but also drive overall organizational performance and success. The findings provide a strong foundation for developing strategic initiatives that utilize the potential of EI and JS to achieve sustained organizational commitment and excellence. Through targeted interventions and a focus on emotional and psychological factors, organizations can enhance employee engagement, loyalty, and productivity, ensuring long-term success and stability.

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