



## The Role of Emotional Intelligence in Organizational Commitment: a Study of Banking Sector

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### ABSTRACT

*Emotional Intelligence is one of the most important concepts introduced to psychology and management in the last decade. The purpose of the study was to determine the relationship in emotional intelligence and organizational commitment among public sector bank employees in Dehradun (U.P.).*

*The population from which we drew our sample consisted of managers employed in public sector banks in Dehradun (U.P.) India. A total number of one hundred and two questionnaires were distributed among participants who were selected through simple random sampling and only eighty three questionnaires were answered and used for the analysis. The instrument to measure the managers' emotional intelligence was developed by the researchers during the study and Allen and Mayer's questionnaire (1990) was considered in order to collect managers' commitment data.*

*The results showed that managers; emotional intelligence was positively correlated with organizational commitment. Also, analyses revealed a significant positive relationship between employees' commitment and emotional intelligence dimensions: self awareness, self management, social awareness and relationship management.*

**KEYWORDS : Emotional Intelligence; Organizational Commitment; Bank Sector.**

### INTRODUCTION

To overcome early from the competitors, the biggest challenge for the organization is to face the changes. It is very important for the company to know about the changes that are present outside and inside the company so as to adapt according to the changes. Therefore, the organization needs to increase the level of their competitiveness of superiority and maximum of its achievement from the transformation of the changes that needed for them to face their competitors. Abraham (2002) decline that individual with emotional intelligence are tend to be more proficient to accommodate their activities in daily life. They have a productive thinking and action, it must using "the subset of social intelligence that comprising of ability to observe the feeling and emotion of ourselves and others (Mayer and Salovey, 1993). Meyer and Salovey(1993) stressed that emotional intelligence not only have a positive features, it is also consist of various logic ability and emotion which is emotional intelligence and is considered as an important issue and also solving the individual and social problem. Individual that sitting in top level of their expertise is must not only excellent in their job (Bridget Murray , 1998). Emotional Intelligence is more than Intelligence Quotient (IQ) to achieve the successful in workplace (Goleman, 1995). Chernis (2002) proposed that there is positive relationship between the levels of emotional intelligence and job performance. Cooper (1997) claimed that if emotions are well manages by others, it can help them to perform a loyalty and commitment to themselves, their organizations and groups.

Studies show that those managers who would efficiently and effectively communicate with their human resources are successful in this competitive era. In this regard, emotional intelligence is one of the components which can play significant roles in the relations between bank managers. Recently, also some experts have found that emotional intelligence is more important than IQ for a manager. Today, emotional intelligence has been explained as a kind of intelligence which means how much as individual is aware of his emotions and feelings and how he controls and manages them. The point to be noted in line with emotional intelligence is that emotional intelligence skills are not inborn, but they can be acquired. The research has been conducted in this regard which shows that the management of those banks has been successful whose managers have the sense of belonging to those banks, also have an optimistic attitude to their job and feel that their jobs are valuable. Those managers who found the foundations of strong and down the line organizational cultures spend their time to declare the objectives and tasks of the banks while they try to internalize and institutionalize these values in others and regularly warn

them regarding the very nature of banks existence and its ideals. This makes their everyday attempts meaningful and considers them as a important part of the banks.

Emotional intelligence is one of the most important concepts introduced to psychology and management in the last decade. Thorndike (1920) who proposed the concept of social intelligence defined it as "the ability to understand and manage men and women, boys and girls to act wisely in human relationships."

The concept of emotional intelligence was introduced in 1990, when two articles were written by Salovey and Mayer. They defined it as "the ability to monitor one's own and other's feelings and emotions, to discriminate between them, and to use the information to guide one's thinking and actions". Since then, EI has been used by many researchers in psychology and management.

Today's organizations are continuously developing technologies and operational processes for excellence in the field of competition. In today's competitive world, one of the important tools for change, to sustain organizational and to achieve the goals and the concerned missions is human element. Dramatic changes are taking place within the world of work, as organizations seek to keep pace with an ever-growing rate of change driven by technological advances and change driven by technological advances and changes in patterns of consumer demand (Howard, 1995).

Science has found the power and influence of emotions in human's mental life and is exploring and explaining the status of emotions in human activities, behavior and movements. In the field of intelligence study, the studies have journeyed from logical intelligence based on cognition towards emotional intelligence (Javidparvar et al. 2013).

The excitement and the proper use of the Human relationships, understand their emotions and others manage them, empathize with others, and use positive subjective feelings of the past decade as emotional intelligence, emotional or affective introduced. Emotional intelligence is another aspect of intelligent people to achieve success in all aspects of life, the role of cognitive intelligence (Aghabozorg et al., 2014).

According to Webster, commitment is, "an agreement to do something in the future." Commitment is the degree of employees' involvement, loyalty and belief in the values of the organization. Employees

have loyalty, when they have many job opportunities, but they prefer to stay in the organization (Bhuiyan & Mengue, 2002).

Porter (1974) believes that three factors causes to increase the commitment. These consist of organizational goals acceptance, attempt to reach the goals and tendency to stay in organization.

Organizational commitment focuses on employees' commitment to the organization. Meyer and Allen (1997) refer to Morrow and McElroy's (1993) statement that organizational commitment is the most maturely developed of all the work commitment constructs.

Meyer and Allen (2007) divide organizational commitment into three dimensions: affective, continuance and normative commitment.

- a) Affective commitment refers to employees' emotional attachment, identification with, and involvement in the organization. Employees with a strong affective commitment stay with the organization because they want to.
- b) Continuance commitment refers to employees' assessment of whether the costs of leaving the organization are greater than the costs of staying. Employees who perceive that the costs of leaving the organization are greater than the costs of staying remain because they need to.
- c) Normative commitment refers to employees' feelings of obligation to the organization. Employees with high levels of normative commitment stay with the organization because they feel they ought to.

Organizational commitment focuses on employees' commitment to the organization in three areas: Affective commitment- exists when employees stay with the organization because they want to, Continuance commitment- exists when employees stay with the organization because they need to, and normative commitment- exists when employees stay with the organization because they feel they ought to (Meyer & Allen, 1997). Affective commitment results in better performance and more meaningful contributions, followed by normative commitment, followed by continuance commitment (Meyer & Allen, 1997).

#### LITERATURE REVIEW:

Alikhani (2015) examined the relationship between emotional intelligence and organizational commitment and job satisfaction among managers of organizations. The results showed that there was a significant relationship between emotional intelligence and organizational commitment among managers. Among dimensions of organizational commitment ,continuous organizational commitment had a positive significant relationship with emotional intelligence ( $r=0.137$ ) and normative commitment had a positive significant relationship with emotional intelligence ( $r=0.292$ ). However, there was no significant relationship between other dimensions of organizational commitment among managers. Organizational commitment and its components (affective commitment and normative commitment) had positive relationship with job satisfaction and its dimensions ( nature of work, recognition, success and responsibility)and were significant at the level of 0.01.

Aghabozorgil et al. (2014) aimed to found out the impact of emotional intelligence on organizational commitment in nurses of the public hospitals of Sanandaj. The research method was descriptive correlation. The population of the study was the nurses of the public hospitals of Sanandaj ( $N=320$ ). To collect the information two standard questionnaires were used namely Brad berry and Greave Emotional Intelligence Measurement test (2005), which measures four dimensions (self awareness, self management, social awareness, relationship management)and organizational commitment questionnaire by Moday et al. (1979). The validity of the questionnaires was approved by 5 professors of management and the questionnaires reliability with cronbach's alpha. Gathered data analyzed in two separate sections of sections of descriptive statistics and inferential statistics (Pearson correlation coefficient. Friedman test). The results showed that meaningful positive relationship between the dimension of emotional intelligence and organizational commitment in nurses of the public hospitals of Sanandaj.

Afzaal H.Seyal & Taha Afzaal (2013) conducted a pioneer study, "An

investigation of Relationship between Emotional Intelligence, Organizational Commitment & Job Satisfaction: Evidence from Academics in Brunei Darussalam". The study findings suggest that EI and job satisfaction are important factors in understanding and predicting the academic job satisfaction and also that, this combination is not only ideal but could further lead to the institution's productivity and would foster the staff turnover and staff satisfaction that is considered as necessary measure to deal with the issue of under staffing in the newly established technical university.

Anari (2012) in his study indicated that there was a positive significant relationship between emotional intelligence and job satisfaction, between emotional intelligence and organizational commitment, and between job satisfaction and organizational commitment among high school English teachers of different genders and ages. Also, the findings supported that there was a significant difference in emotional intelligence of males and females, whereas females reported high emotional intelligence.

Mohamadkhani and Lalardi (2012) identified the relationship between emotional intelligence and organizational commitment of the hotel staff in 5 star hotels of Tehran, Iran. The results of the study represented that there was a high positive significant and meaningful relationship between emotional self awareness and maintaining membership component. Also, there was a negative meaningful relationship between the emotional self management and putting efforts as a member. The most significant findings of the research however revealed that there was a high correlation between emotional intelligence and organizational commitment.

Imran Yousaf, Atif Riaz, Asfaq Ahamad, Dr.Nadeem Ehsan, and Ebtisam Mirz (2011) in their research work, "The study of organizational commitment in public sector technical organizations", found that there is no remarkable difference in organizational commitment between males and females, also, the organizational commitment increases with the age, the persons having age more than 38 years found out to be more committed than the persons in between 25-33.

Gadot and Meisle (2010) found that despite the growing interest in recent years in emotional intelligence within the managerial literature, too little had been written about emotional intelligence within the public sector. He analyzed the functionality of the heart in a mind-oriented bureaucracy. A model was suggested for exploring the relationship between emotional intelligence, organizational politics, and employees' performance in public agencies. The model was empirically tested in two Israeli municipalities. The results supported a moderating role of emotional intelligence in the relationship between organizational politics and emotional commitment, as well as between organizational politics and employee' absenteeism.

Rathi and Rastogi (2009) explored the relationship among emotional intelligence (EI), occupational self efficacy, and organizational commitment. Data were collected from 120 employees working in various organizations in India. A positive and significant correlation was observed between EI and occupational self efficacy ( $p<0.01$ ), whereas a positive relationship (not significant) was observed between EI and organizational commitment. Moreover, a low positive association was found between occupational self efficacy and organizational commitment. The research implied that EI and occupational self efficacy were related with a variety of organizationally desirable outcomes.

Jamali, Sidani and Abu Zaki (2008) empirically investigated variations in EI competency scores (self awareness, self regulation, self- motivation, social awareness and social skills) in a sample of employees and managers. The findings of the study suggested differences in EI scores across different EI competencies for males and females. With males scoring higher on self regulation and self motivation and females scoring higher on self awareness, empathy and social skills. And, the EI level increased significantly with managerial position.

Guldal Gubryuz, Semra Guney,Eren Miski Aydn and Oznur Asan (2008) in their research work,"The mediating effect of job satisfaction between Emotional Intelligence & organizational commitment of nurses :A questionnaire survey", found that job satisfaction was a mediator between emotional intelligence and organizational commitment.

Adeyemo (2007) examined the mediating effect of emotional intelligence on the relationship between job satisfaction and organizational commitment. A positive relationship has been observed between emotional intelligence and organizational commitment.

Petrides & Furnham (2006) investigated the relationship between trait emotional intelligence ("trait EI" or "emotional self-efficacy") and 4 job-related variables (perceived job control, job stress, job satisfaction and organizational commitment). Gender specific data (N=167; 87 females and 80 males) were analyzed via multi group structural equation modeling. The results revealed that perceived job control had a negative effect on stress and appositional effect on satisfaction. Also stress had a negative effect on satisfaction, and, had the strongest positive effect on commitment.

Savey (2005) conducted a study on 1200 managers with different social levels and examined emotional intelligence of successful managers. He concluded that successful managers had been successful in establishing positive relationships with others because they had high emotional intelligence and social emotional development. Savey also pointed out the combination of emotional intelligence and political intelligence and the combination of these two factors in the success of managers.

The purpose of Rozell, Pettijohn & Parker's (2004) study was to determine the relationship between customer-oriented selling, emotional intelligence and organizational commitment. The results indicated that a salesperson's customer-orientation level was significantly related to emotional intelligence and commitment.

**RESEARCH OBJECTIVES:**

- To examine the relationship between emotional intelligence and organizational commitment.
- To analyze the relationship between the four emotional intelligence dimensions (self awareness, self management, social awareness and relationship management) and organizational commitment.

**RESEARCH HYPOTHESIS:**

- Ho 1: There is no significant relationship between emotional intelligence and organizational commitment of the employees.
- Ha 1: There is a significant relationship between emotional intelligence and organizational commitment of the employees.
- Ho 2: There is no significant relationship between self awareness dimension of emotional intelligence and organizational commitment of the employees.
- Ha 2: There is a significant relationship between self awareness dimension of emotional intelligence commitment of the employees.
- Ho 3: There is no significant relationship between self management dimension of emotional intelligence and organizational commitment of the employees.
- Ha 3: There is a significant relationship between self management dimension of emotional intelligence and organizational commitment of the employees.
- Ho 4: There is no significant relationship between social awareness dimension of emotional intelligence and organizational commitment of the employees.
- Ha 4: There is a significant relationship between social awareness dimension of emotional intelligence and organizational commitment of the employees.
- Ho 5: There is no significant relationship between relationship management dimension of emotional intelligence and organizational commitment of the employees.
- Ha 5: There is a significant relationship between relationship management dimension of emotional intelligence and organizational commitment of the employees.

**METHODOLOGY:**

Primary data was collected from the respondent by using the questionnaire. A sample of 83 respondents from bank sector, constitute the sampling unit for the study. Questionnaire was administered on managerial level employees.

**MEASURES:**

**Independent Variables:** Self developed emotional intelligence questionnaire was used to measure the four components of emotional intelligence. Each component was measured on 5 point Likert Scale.

**Dependent Variables:** Organizational Commitment was assessed using a five point likert scale from Allen & Mayer (2011).

**DATA ANALYSIS AND INTERPRETATION:**

**Descriptive Statistics:**

The sample represented varied range of respondents representing the diversity of the total population. The demographic variables like gender, age, sex, marital status and experience of the employees were included for data collection. Table 1 presents the frequency distribution of the respondents on each of the demographic variables.

**TABLE 1: PARTICIPANT DEMOGRAPHIC CHARACTERISTICS**

Demographic Variables		Frequency	Percentage
Gender	Male	58	69.9
	Female	25	30.1
Age	21 - 25years	32	38.6
	26 - 35 years	23	27.7
	36 - 45 years	15	18.1
	45 - 55 years	8	9.6
	Above the age of 56	5	6.0
Marital Status	Married	56	67.4
	Unmarried	27	32.5
Experience	Above 5 years	27	32.5
	5 - 15 years	41	49.4
	Above 15 years	15	18.1

Table 1 show that demographic variables. Amongst 83 respondents, 58 (67.9%) are male and 25 (30.1%) are female respondents. In the sample participants 56 (67.4%) are married and 27 (32.5%) are unmarried. The sample is representative of all age groups, majority of the respondents 35 (38.6%) are of the age group between 21-25 years. When experience of the respondents is considered it is understood from the table 1 above that nearly half of the sample (49.4%) of the respondents have between 5 – 15 years of experience.

**TABLE 2 Correlation between Empowerment and Organizational Commitment**

		Organizational Commitment	Emotional Intelligence
Organizational Commitment	Pearson Correlation	1	.966**
	Sig. (2-tailed)	-	.000
	N	83	83
Emotional Intelligence	Pearson Correlation	.966**	1
	Sig. (2-tailed)	.000	-
	N	83	83

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 2 results show that, the correlation between emotional intelligence and organizational commitment is 0.966 which indicate that a positive relationship exist between emotional intelligence and organizational commitment at 1% level of significance. On the basis of above result it can be inferred that the null hypothesis is rejected (i.e. Ho1: There is no significant relationship between emotional intelligence and organizational commitment of the employees). And alternate hypothesis (i.e. Ha1: There is significant relationship between emotional intelligence and organizational commitment of the employees) is accepted.

**TABLE 3 Correlation between Emotional Intelligence dimensions and Organizational Commitment**

		Commitment	Self awareness	Self management	Social awareness	Relationship management
Commitment	Pearson Correlation	1	.793**	.711**	.741**	.744**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	83	83	83	83	83

\*\* Correlation is significant at the 0.01 level (2-tailed).

It has been seen in table 3 that organizational commitment has a high positive correlation with all four dimensions of emotional intelligence (self awareness, self management, social awareness, and relationship management). Self awareness has a score of .793 which shows that there is positive correlation between self awareness and organizational commitment. It has been further explored that self management, social awareness, and relationship management are positively correlated with organizational commitment as value of  $r = .711, .741$  and  $.744$  respectively. On the basis of above result second, third, fourth and fifth null hypotheses are rejected and alternate hypotheses i.e. Ha2, Ha3, Ha4 and Ha5 are accepted.

## DISCUSSION AND CONCLUSION

Demographic profile of respondents shows the percentage out of sample of  $N = 83$  for each demographic variables separately. The percentage of males is more than females in this study. In age group criteria, the age between 21-25 shows more percentage than all other age groups. The results depict that percentage of married employees is more than unmarried employees in banks. In job tenure criteria, 5-15 years experiences have more percentage than all other tenure periods.

The Pearson correlation coefficient test was used to test the research hypotheses. The results associated with the research hypothesis are as follows:

The result from the analysis of first hypothesis reveals that there is 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. The results of the study strengthened with the results of the

previous studies done by Welmorgan and Zafar (2010), Guleryuzeral, et al. (2007), Salami(2008), Abraham (2002), Zainal Arifin and Yhaya Mohd (2004) and Cichy et al. (2007). According to the findings, the employees who have higher emotional intelligence are able to establish desirable relationship in their respective organization. Since any organization in general, service and customer oriented ones such as banks, in particular cannot continue ignoring the clients and the staff, high organizational commitment can be considered a key factor in their existence. Logically, we can say that the employees who have high emotional intelligence have high organizational commitment to pay off well to their organization.

The second, third, fourth and fifth hypotheses analyzed the relationship between emotional intelligence dimensions i.e. (self awareness, self management, social awareness, and relationship management) and organizational commitment of the employees, intensity of the relationship was equal to .793, .711, .741 and .744 respectively, which is significant at 0.01 level (2-tailed). This is illustrated that with increasing employee self awareness, self management, social awareness, and relationship management would be expected to increase the employee organizational commitment.

## RECOMMENDATIONS

With the results of the hypothesis testing, the following suggestion is offered: In relation to the first hypothesis and according to the results of the Pearson correlation test positive correlation indicates that higher the emotional intelligence, higher the organizational commitment. It is suggested that to increase organizational commitment, employee emotional intelligence variables should be considered. Creating a sense of self awareness, self management, social awareness, and relationship management among the employees are factors that should be considered to increase employee organizational commitment. In relation to the second, third, fourth and fifth hypotheses, significant relationship between emotional intelligence dimension i.e. (impact, competence, self-determination & impact) and organizational commitment of the employees of bank sector, it is observed that self management and social awareness and relationship management can be improved with training periods. Using methods such as providing proper training to the employees help them to increase their emotional intelligence. Hence, it is suggested that banks' human resource department should try to increase the employees' emotional intelligence skills, specifically emotional self awareness via conducting proper lectures during training periods and holding workshops, this surely can lead to the increase in the interest of the staff in the banks and their more energized commitment.

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