



Relationship between emotional intelligence, emotional commitment, organizational commitment and job satisfaction of employees of the General Department of Physical Education in Mazandaran Province

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Article	Abstract
<p>Article history: Received: 20th August 2021 Received in revised form: 27th August 2021 Accepted: 1th September 2021</p> <p>Keywords: Physical education, Emotional intelligence, Organizational commitment, Job satisfaction, Mazandaran.</p>	<p>The purpose of this study was to determine the relationship between organizational commitment and job satisfaction with employees' emotional intelligence. The statistical population of the study was all the employees of the General Department of Physical Education of Mazandaran province (50 people) which due to the small size of the statistical population, the statistical sample of the research is equal to the statistical population. For data collection, Mayer and Salvi's Emotional Intelligence Questionnaire (1995), Modaye, Steers and Porter Organizational Commitment Questionnaire (1979), and Bayfield and Ruth Job Satisfaction Questionnaire (1951) were used. Data were analyzed using correlation and multiple regression tests. The results showed that there was a positive and significant relationship between emotional intelligence and organizational commitment ($P = 0.001$, $r = 0.580$) and job satisfaction ($p = 0.001$, $r = 0.55$). Also between organizational commitment and Job satisfaction was observed in a positive and significant relationship ($p = 0.001$, $r = 0.535$). The results of regression showed that the components of emotion clarification and attention to emotions are significant in predicting organizational commitment and job satisfaction.</p>

Introduction

The most important goal of any organization is to achieve the highest possible level of productivity or optimal productivity. Efficient factors in productivity are: capital, tools, methods of doing work and manpower. Undoubtedly, skilled and efficient manpower is one of the most important tools to achieve the goals of the organization, because it plays an important role in increasing and decreasing the productivity of the organization, ie if the organization has the most capital and the best technology and facilities, but lacks productive and motivated manpower. It will not achieve its goal [1]. In fact, human capital is the most vital element Strategic and the most basic way is to increase the effectiveness and efficiency of the organization and will follow the progress and development of society. Manpower committed to the goals and values of the organization is not only a factor for the superiority of one organization over other organizations, but also a competitive advantage of sustainability

and is considered by many organizations. New, but also lies in the high level of self-confidence and commitment of employees to organizational goals. The level of commitment to the organization and job satisfaction are hidden but influential factors in the job behavior of employees. The private sector is very important: Recognizing and maintaining human resources is not just about keeping people in the organization, but also fostering them with the organization and creating mutual solidarity between the individual and the organization. And in this case, not only do they not take the burden off the organization, but if they have the opportunity, they put a heavy burden on the organization [2].

Manpower loyal and compatible with the goals and values of the organization that is present to operate beyond the duties specified in the job description, is an important factor in the effectiveness of the organization. The presence of such a force in the organization not only increases the level of performance and decreases the rate of absenteeism, delays and leaving the service, but also makes the reputation and credibility of the organization in the community appropriate and provides the ground for its growth and development including The root and fundamental problems of our society for cultural, economic and social development are weak organizational commitment and job satisfaction among the employed sector of the country [3].

Organizational commitment can be defined as the ability to distinguish individuals by activity and participation in a particular organization. Organizational commitment is considered as emotional and psychological dependence on the organization, according to which a person who is very committed, identifies himself through the organization. Determines, participates in and engages in the organization and enjoys membership in the organization (Research shows that organizational commitment, employee performance and organizational outputs such as willingness to leave service, sales and profitability of the company and the absence of employees It affects, so that the existence of organizational commitment increases the profitability of the company and reduces service leave [4].

By affecting the performance of employees, it leads to increasing productivity, improving and increasing the quality of service delivery. It is complex and multidimensional that is related to various physical, psychological and social factors. Psychology is the acceleration of learning new job skills and boosting one's morale. On the other hand, if the desired job does not give the desired satisfaction and pleasure to the person, the person begins to condemn the job and tries to change it. Job satisfaction is a phenomenon that goes beyond the organization and the effects It is also seen in the private life of the person outside the organization. A different one is created. If people are satisfied with their job, this situation will cause them to be more motivated and interested in their duties. If employees are dissatisfied with their job, it causes them to have less interest and commitment to perform their duties. There is a positive and significant relationship between organizational commitment and job satisfaction [5].

Considering the importance of organizational commitment and job satisfaction variables in order to increase productivity, improve and enhance the quality of service delivery, increase efficiency and productivity, reduce service leave, increase employee motivation and their greater interest in their duties, managers should consider organizational commitment and satisfaction. Employees should pay attention and use the research done in this area to identify the factors affecting them in the organization and thereby raise the level of these variables among

the people of the organization. In this regard, many researches have been done in different organizations that have identified the factors affecting organizational commitment and job satisfaction of employees. Most of these studies have focused on the cognitive aspects of employee performance and less on the relationship between emotional dimensions and organizational behaviour [6].

Employees, especially in sports organizations, have been surveyed. Rezaeian and Keshtegar (2008) in their study examined the relationship between emotional intelligence and organizational commitment. The results of this study showed that there is a significant relationship between emotional intelligence and organizational commitment of employees. Showed the greatest effect on organizational commitment (Lord Neglow in a study in which emotional intelligence has a positive effect on commitment, satisfaction and efficiency of teachers). And the mediating role of commitment in relation to emotional intelligence - job success ", concluded that people with high emotional intelligence have more commitment than (2008) in their 3 jobs, also commitment predicts job satisfaction [6].

The whole of physical education as well as the physical education deputies of different organizations, seems necessary. In this regard, and considering the research background, in our opinion, one of the variables that has a lot of potential to communicate and influence organizational variables and possibly organizational commitment and job satisfaction of employees in sports organizations, is emotional intelligence [7].

Introduced in 1990, and then the focus on emotional intelligence. The idea of emotional intelligence was first increasingly considered by Salvi and Meyer among industrial and organizational psychologists as a psychological factor in predicting employee behavior [8]. Emotional intelligence was defined as a subset of social intelligence that includes the ability to control one's emotions and those of others, to distinguish between them, and to use this information to guide the actions and thoughts of individuals, which is perhaps the most widely accepted practical definition of emotional intelligence. Emotional intelligence is a kind of processing of emotional information and includes the correct evaluation of emotions in oneself and others, the appropriate tool of emotions and adaptive regulation of emotions [9-12].

And emotion is different and then social intelligence, it pays more attention to the basic emotional issues and suppressing personal and social problems of individuals. People with high emotional intelligence are different in having more life satisfaction, enjoying the family environment and sharing the feelings of others, and are usually regular, warm-hearted, successful, motivated and optimistic. Emotional intelligence theory takes a new perspective on predicting the factors that affect the situation as well as the initial prevention of mental disorders provides complementary cognitive science. Emotional abilities for foresight indicate that cognitive intelligence (IQ) in the best of two months accounts for only 20% of successes and 80% of successes, other factors depend on fate [13]. In many situations, individuals depend on the skills that make up emotional intelligence (Ei). High emotional intelligence is more successful than those with high general intelligence and low emotional intelligence [14-21].

Emotional intelligence has three dimensions: attention to emotions and emotions, including the ability to recognize emotions in physical states, emotions, thinking, and the ability to recognize emotions in others.

Emotional clarity means the ability to perceive causes and the consequences of emotions and the ability to interpret complex and contradictory emotions, the ability to understand and anticipate possible transitions between emotions such as the transition from anger to satisfaction.

In organizations, as we move from lower levels to higher levels, emotional intelligence increases compared to cognitive intelligence. For this reason, emotional intelligence is very important for managers and employees of the organization [22].

Pay for high school teachers with job stress. The results of regression analysis of this study showed that emotional intelligence and time management significantly predict teachers' job stress. There is also a significant relationship between emotional intelligence and management and colleagues in their research, the role of middle-level leadership and 4 times with job stress [23-32]. Wong et al examined teachers' emotional intelligence on job satisfaction of Hong Kong teachers. Showed that there is a significant relationship between teachers' emotional intelligence and middle school leaders with teachers' job satisfaction [33].

Research Method

The research method of this research was correlational. The statistical population of this study was all employees of the General Department of Physical Education of Mazandaran Province (50 people) who due to the small size of the statistical population, the statistical sample was considered equal to the statistical population.

Three questionnaires were used to collect information:

A) Emotional Intelligence Questionnaire: In order to measure emotional intelligence, Mayer and Salvi (1995) questionnaire (consisting of 30 questions with three dimensions of attention to emotions, emotional clarification and mood reconstruction) was used. And its reliability has been confirmed. Khosrojerdi and Khanzadeh (2007) reported an alpha coefficient of 0.86 for the reliability of this questionnaire (6).

B) Organizational Commitment Questionnaire: A 15-item questionnaire to measure organizational commitment. Standardized by Moday, Steers, and Porter (1979); This questionnaire has good validity and reliability and has been used in various studies.

C) Job Satisfaction Questionnaire: In order to measure job satisfaction, the 11-item questionnaire for Field and Ruth (1951) was used (18). Each question is recorded and scored in a range of 5 degrees of Likert (1 = strongly disagree to 5 = strongly agree).

In order to be more confident about the validity and reliability of the questionnaires in this study, its validity and reliability were recalculated. Regarding the validity of the questionnaires, according to the professors, the Department of Physical Education of Urmia University was used and the reliability of the questionnaires was calculated by Cronbach's alpha method, which was 0.82 for emotional intelligence, 0.86 for organizational commitment and 0.85 for job satisfaction.

Data analysis was performed using correlation test and multiple regression by stepwise method and all statistical operations were performed using software.

The sample of this study included 50 employees who completed the questionnaire. Among the respondents, 64% of the sample were male and 36% were female. The average length of service of the subjects (9.5 years) was calculated. In addition, the lowest service history of the subjects in this sample was 1 and the highest 28 years was reported with a standard deviation of 6.3. Most employees in this sample (66%) had a bachelor's degree.

To determine the normality of the data 1, before performing the correlation test, Klomogorov-Smirnov non-parametric test was performed.

Table 1 Klomogorov-Smirnov test for research variables

Group	Test Statistics	P-Value
EQ	0.81	0.52
Organizational Commitment	0.95	0.33
Job Satisfaction	0.94	0.33

The results of this test showed that the data were normal in the studied variables. Then, Pearson correlation coefficient was used to test the hypotheses due to the small number of variables.

Table 2 Correlation between job satisfaction variables and emotional intelligence components

	features	Clarification of emotions	Pay attention to emotions	Reconstruction of the people	EQ
job satisfaction	Pearson correlation coefficient	0.601	0.595	-0.001	0.55
	P Value	0.001	0.001	0.992	0.001

The data in Table 2 show that there is a positive and significant relationship between job satisfaction and emotional intelligence components ($P < 0.001$). Among the three components of emotional intelligence, only a significant relationship was not observed between mood reconstruction and job satisfaction (0.05). P. (In general, according to the findings of this study, it can be said that there is a positive and significant relationship between emotional intelligence and job satisfaction ($P = 0.001$, $r = 0.550$).

Table 3 Correlation between organizational commitment variables and emotional intelligence components

	Features	Clarification Of Emotions	Pay Attention To Emotions	Reconstruction Of The People	EQ
Organizational Commitment	Pearson Correlation Coefficient	0.486	0.508	-0.045	0.58
	P Value	0.001	0.001	0.768	0.001

The data in Table 3 show that there is a positive and significant relationship between organizational commitment variables and emotional intelligence components ($P < 0.001$). Among the three components of emotional intelligence, only a positive and significant relationship was not observed between the component of mood reconstruction and organizational commitment ($P > 0.05$). (In general, according to the findings of this study

can be said there is a significant relationship between emotional intelligence and organizational commitment ($P = 0.001$, $r = 0.580$).

Table 4 Correlation between job satisfaction and organizational commitment variables

	Variable	Organizational Commitment
Job Satisfaction	Pearson Correlation Coefficient	0.535
	P Value	0.001

The data in Table 4 show that there is a positive and significant relationship between job satisfaction and organizational commitment of physical education staff in this study with 99% confidence ($P = 0.001$, $r = 0.535$) to determine the role and importance of intelligence variable. Emotionally, multiple regression statistical method was used to explain job satisfaction and the results of this analysis are shown in Table 5.

Table 5 Summary of Regression Model, Analysis of variance and Regression Statistics of Job Satisfaction on Emotional Intelligence Components

Model	ID						
	SS	df	MS	F	P	R	R ²
Regression	195/174	2	97/587	18/838	0.001	0.679	0.461
The Rest	227/933	44	5/180				
ID		Criterion variable	B	B	T	P	
Clarification Of Emotions	Pay Attention To Emotions	Job Satisfaction	0.263	0.391	0.965	0.005	
				0.166	0.382	2.897	0.006

Determining the effect of each of the components of emotional intelligence on the variance of job satisfaction, the components of emotional intelligence as predictor variables and job satisfaction as the criterion variable in the regression equation were analysed. Based on the results of analysis of variance, the value obtained is significant ($P < 0.001$) and 46% of the variance related to job satisfaction is explained by the components of emotional intelligence ($R^2 = 0.46$). The regression coefficients of each of the two predictor components show that each the two components of emotional intelligence can significantly explain the variance of job satisfaction. Predict changes in job satisfaction.

That is, increasing the level of components of emotion clarification and attention to emotions increases the level of job satisfaction.

Multiple regression statistical method was used to determine the role and importance of emotional intelligence variable in explaining organizational commitment. The results of this analysis are shown in Table 6.

Table 6 Summary of regression model, analysis of variance and statistical identities of regression of organizational commitment on the components of emotional intelligence

Model	ID						
	SS	df	MS	F	P	R	R2
Regression	1143/858	2	571/429	10.469	0.001	0.569	0.322
The Rest	2402/759	44	54/608				
ID							
Predictive Variables	Criterion variable	B	β	t	P		
Clarification Of Emotions	Organizational commitment	0.565	0.302	0.042	0.047		
Pay Attention To Emotions		0.432	0.344	2.324	0.025		

To determine the effect of each of the components of emotional intelligence on the variance of organizational commitment, the components of emotional intelligence as predictor variables and organizational commitment as the criterion variable were analysed in the regression equation. Based on the results of analysis of variance, the value of F obtained is significant ($P < 0.001$) and 32% of the variance related to organizational commitment is explained by the components of emotional intelligence ($R^2 = 0.32$.) Regression coefficients of each of the two components to determine the effect of each from the components of emotional intelligence on the variance of organizational commitment, the components of emotional intelligence were analysed as predictor variables and organizational commitment as the criterion variable in the regression equation. Organizational commitment is explained through the components of emotional intelligence ($R^2 = 0.32$.) Regression coefficients of each of the two components.

Conclusion

The aim of this study was to investigate the relationship between emotional intelligence, organizational commitment and job satisfaction of employees. The results showed that there is a positive and significant relationship between emotional intelligence and organizational commitment of employees. This means that employees with higher emotional intelligence are more likely to be more committed to their organization. This study examined the mediating role of job satisfaction in the relationship between emotional intelligence and organizational commitment with the results of Lordengloo (2008) [34]. There is a positive and significant relationship between job satisfaction and organizational commitment.

There is a significant relationship between emotional intelligence and organizational commitment of employees and among the dimensions of emotional intelligence, relationship management has the greatest impact on organizational commitment. They pointed out that through emotional intelligence training, the level of organizational commitment of employees can be increased.

The results of the present study showed that there is a positive and significant relationship between emotional intelligence and job satisfaction.

Employees with higher emotional intelligence are likely to have higher levels of job satisfaction. This has also been confirmed in Gollrose (2010) [35]; As a result, one of the emotions and regulation of emotions is positively related to job satisfaction. Other employees with high emotional intelligence have more job satisfaction. Employees with high emotional intelligence better understand, identify and align their feelings with others. The ability to understand the feelings of others can help them become more aware of the factors that contribute to the creation of negative and positive emotional experiences.

Having high emotional intelligence enables them to perform appropriate actions that affect their job satisfaction. For example, employees with high emotional intelligence (compared to employees with low emotional intelligence) can be more adaptable in the face of work pressures. This awareness allows them to manage their emotional reactions to stressful factors and to use appropriate strategies.

Regarding the relationship between job satisfaction and organizational commitment, the results showed that there is a positive and significant relationship between job satisfaction and organizational commitment. Job satisfaction in employees leads to a greater sense of commitment to the organization and causes employees in the organization to play their role better and fulfil their responsibilities more carefully. Memorial studies such as Othman and Anugerah, (2008) [36] confirm this.

In a study that examined the relationship between job satisfaction and organizational commitment among education staff, the results showed that there is a positive and significant relationship between job satisfaction and employee organizational commitment, which means that the higher the job satisfaction. In a study aimed at examining the two levels of organizational commitment, the relationship between the components of job satisfaction in American salespeople with effective organizational commitment in them stated that there is a positive and significant relationship between job satisfaction and organizational commitment. Multivariate regression showed that the components of attention to emotions and emotion clarity are significant in predicting organizational commitment and job satisfaction, and people with high emotional intelligence are more likely to choose a job that meets their needs, values, and interests. Enables A. Do not let the anger and emotions of others get in the way of his life. These results are in line with the findings of Dong and Howard (2006) [37] who showed that emotional intelligence has the power to predict job satisfaction and with the results of Salami (2008) [38] who concluded that emotional intelligence of power these results are consistent with the commitment of organizational commitment. These results are consistent with the findings of Gardner and Stog (2003) who concluded that emotional intelligence has the power to predict organizational commitment and job satisfaction [39].

According to the results of the present study, it can be said that managers of departments, especially physical education departments should attract people with high emotional intelligence when hiring using appropriate techniques, as well as implement training programs to improve employees' emotional intelligence, because employees with emotional intelligence The above have more organizational commitment and as a result their level of job satisfaction will increase. People who are more committed to the organization will have fewer problems such as absenteeism, resignation and dismissal. In new organizational environments that they are often described in terms of complexity, turbulence, speed, and rapid change. And commit to a strong and deep desire to continue

membership in the organization, in which case the commitment and loyalty of employees to the organization will increase, and consequently the rate of absenteeism and relocation of employees will be reduced. Therefore, according to the results of this study, it is suggested that in the General Department of Physical Education of Mazandaran Province, like other government and sports organizations, managers should pay more attention to the components of employees' emotional intelligence and examine the level of emotional intelligence and use those who have higher emotional intelligence.

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