



## **Overview of the effect of components of emotional intelligence on organizational commitment and job satisfaction among the staffs at Pasargad Insurance Company**

**Zahra Aghili**

Islamic Azad University, Science and Research Branch, Tehran  
aghili\_zahra@yahoo.com

### **Abstract:**

In regard to contemporary evolution and entering organization to the knowledge based economy, Human resources have particular significance in relation to other organizational resources. In fact, Human capital is most vital strategic element and most fundamental way for increasing effectiveness and efficiency of the organization and will be caused to community's progress and development. As in the current era, capabilities that are reasonable could not more good predictor for successful in the situations of life and work. It seems that, emotional intelligence can be good predictor for succession in job positions. Aim of this research is investigation on the job satisfaction and organizational obligations. Considering that, hypothesizes of research was expressed as investigation on effects of emotional intelligent components on job satisfactions and organizational obligations. Statistical population of current research was the staffs at Pasargad Insurance Company in level of Tehran city. In regard to statistical formula, sample volume was determined equal with 161 people. And during the first half of year 2014, these staff's views were collected. The needed information collected by questionnaire and analyzed by structural equation modeling in lisrel software. Results achieved demonstrated confirmation of all emotional intelligent components influence on job satisfaction and organizational obligation. Also in regard to results we should express that self control influence on job satisfaction and organizational obligation have least value and self conscience on job satisfaction have most value. At the end some advices proposed for improvement of electronic emotional intelligent in this firm.

Key words: Emotional intelligent, organizational obligation, job satisfaction.



### **Introduction and problem statement**

Organizing and maintaining the organizational system has been considered as one of the most important duties and responsibilities on managers' shoulders, and adhering to such duty implies that the organizational commitment of staffs and sense of responsibility of them keep increasing. Nowadays, the staffs have been centered as focus of organizations and their satisfaction has been mentioned as the contributing factor in acquisition of competitive advantage for organizations. The necessity to increase staffs' satisfaction lies on meeting their needs and identifying their expectations, needs, abilities and restrictions. Meeting the individuals' needs and creating motivation and commitment to increase their job quality have been mentioned as most important aims at organizations, because staffs' commitment has been assumed as the most important factor for success and progression of organizational aims, affecting most of the variables such as job satisfaction, absenteeism, turnover, job stress and job performance. Some studies indicate that the individuals' perceptions are under influence of the work environment, extent of job satisfaction, commitment and level of their performance (Lindholm, 2003). Mowday, Steers and Porter(1982) have specified three interrelated components of organizational commitment in this way: 1-believing in organizational aims and values, 2-tendency to an attempt in line with the organization, 3-tendency to sustain on membership at organization. This has been proposed by Meyer and Allen (1993) in form of emotional commitment and normative commitment. Job satisfaction implies a subjective impression that has taken in the person's mind about his job, thus job satisfaction emerges under influence of a variety of factors (Salimi, 2008, p. 9). Chester Barnard believes that job satisfaction causes continuity of the collaboration between the person and organization, so that the job satisfaction motivates the person to come to realize his efforts by getting help from the organization. Issue of emotional intelligence has been regarded as one of the new issues at the area of psychology which has prevailed at the area of management, enjoying a deterministic role at the success of individuals in life. Indeed, the leading emphasis has been put on development of individuals within organizations so as to increase productivity at organization. In other words, the staffs who have social abilities and communication skills and enabled to create an environment replete with vitality are taken into account so as to pave the way to provide the loyalty to organization, resulting in more commitment at work (Miller, 1999). Since, at the current age, the rational abilities no longer can determine success at work and life, it seems that emotional intelligence can be a good predictor for success at job positions (Kiaroochi, 2008). Overview of the relationship between emotional intelligence and organizational commitment and job satisfaction is of importance due to their effect on staffs' behavior. Further, staffs' satisfaction and commitment affects their loyalty to organization and clients' satisfaction. Pasargad Insurance Company as one of the largest insurance companies with large number of staffs must consider efficiency and effectiveness of individuals. Hence, the present research seeks to give a response to this question "how the components of emotional intelligence affect organizational commitment and job satisfaction among the staffs at Pasargad Insurance Company?". Emotional intelligence has been regarded as an issue which strives to elaborate the position of emotions and feelings in human abilities. In addition to this issue, organizational commitment and job satisfaction have been witnessed with an important position at the research pertaining to organizational behavior to which a huge attention has been paid. Attention to the aforementioned variables in insurance companies including Pasargad Insurance Company has been an important task with a critical role in acquisition of more customers. With regard to



the significance of research, it necessitates to conduct such a research in these companies in which a new wave of competition with a high priority is seen. The leading aim of the present research is to identify effect of components of emotional intelligence on organizational commitment and job satisfaction among the staffs at Pasargad Insurance Company. The novelty of the present research lies on this fact that to date no research concerning emotional intelligence in insurance companies due to specific and distinctive structure of these companies has been conducted, and effect of emotional intelligence on two variables of job satisfaction and organizational commitment has been rarely examined.

## **Theoretical framework**

### **Emotional intelligence**

In 1975, Gardner proposed the idea for multiple intelligences. The term 'emotional intelligence' was proposed for the first time in 1985 by Pin, yet it was publicized by Golman in 1995 when he published his book entitled "emotional intelligence". Most of studies at this area have been conducted by Peter Salovey & John Mayer at the 1990s. These studies have gone beyond that the mentioned name has been attributed to the name of Peter Salovey & John Mayer (Talebi Deloei, 2010). The term "emotional intelligence" was proposed for the first time by Peter Salovey & John Mayer at the 1990s in several articles. These two psychologists have described the emotional intelligence as the person's ability to control his emotions, differentiate the negative and positive effects of emotions and use emotional information to conduct the process of thinking and actions (John Mayer et al. 2000). To date, a variety of definitions have been proposed for the term "emotional intelligence". Martinez (1997) knew the emotional intelligence as a series of skills, abilities and capacities that strengthen the person's capacity against external pressures. According to point of view of Mac Garvy(1997), emotional intelligence includes the ability for following up and being motivated, the ability to control pulses, the ability to control emotions, the ability for empathy.

Goleman(1998) believes that emotional intelligence determines the person's capacity in recognizing his feelings, assists him to be motivated, controls his emotions and lets him to engage in relationships with others. Further, Goleman assumes the emotional intelligence as a skill that its owner can control his feelings and improve them through self-management. The person can perceive effect of emotional intelligence through empathy and behave in a way to improve his feelings through relationship management (Khaef Elahi & Dostar, 2004). According to Weisinger, emotional intelligence refers to the intelligence is employing emotion and feeling to conduct behavior, thoughts, positive relationship with others (Weisinger, 2000). According to what mentioned above, emotional intelligence can be defined as the ability to detect, understand, differentiate, prioritize, control and manage emotions at individual, group and organizational interactions to assist each other and achieve individual, group and organizational aims.





## Patterns of emotional intelligence

### Pattern of Salovey & Mayer

Salovey & Mayer knew emotional intelligence as the ability to evaluate and regulate emotions of oneself and others and efficient use of them. Peter Salovey(1990) referred to the dimensions including self-awareness , managing emotions , self-motivation , and regulating relations to invent the term “emotional knowledge”, yet a revision for these dimensions was proposed one later, that the dimensions of emotional understanding are elaborated in four factors below:

a- Emotional awareness: this refers to the ability to be informed of the emotions which are experienced by the person, and elaborating them and emotional intelligence.

b- Regulation of emotion: this refers to the person’s ability to use emotions in prioritization of thoughts with an emphasis on important information that describe the reason for experience of feelings; further, this factor encompasses the ability to receive multiple attitudes to evaluate a problem from all perspectives.

C-emotional perception or recognition: this refers to the person’s ability to understand the emotional cycles and complicated emotions such as concurrent sense of loyalty and infidelity.

D-emotional control: this dimension orientates around the axis of emotion management (Meyer et al. 2000).

### Goleman’s pattern

Goleman knows the components of emotional intelligence in self-awareness ( the ability to identify and understand emotions and motivations and their effects on others) , self-regulation ( self-control , manage our emotions , emotional recovery after trauma, the ability to control act rather than react , take stability in priority on behavior in all situations , sense of responsibility at work, flexibility against changes and welcoming new theories), empathy(recognize other’s feelings), social skill(the power for convincing, understanding the differences, teamwork, the power for speaking, mediating and setting relationship), motivation(centralization of emotions to achieve aims with power, reliability and creativity) at job(Goleman, 1995).

### Bar-On’s pattern

There are five components in Bar On’s model which include: Interpersonal components(the person’s abilities in awareness from emotions and control them including emotional self-awareness, self-esteem, independence), Adaptability component(flexibility and power to resolve problem), General mood components(vitality and optimism), Between personal components(the person’s abilities to adjust with others and social skills including social commitment and empathy) and Stress management components(the ability to tolerate stress and control impulses)(Bar On, 2005).

### Schering pattern

Schering(2010) inspired of Goleman pattern(1998) describes the components of emotional intelligence as follow:



-self-awareness: this refers to recognizing the emotions that we feel them and know their reasons. Self-awareness implies awareness from our mental state and our thinking about that state.

-self-control: self-control implies control over feelings, emotions and impulses. Self-control has been regarded as an infrastructural ability which plays a major role in controlling emotional behaviors.

Self-motivation: this implies creativity at work. Self-motivation refers to the ability to grant energy to others and conduct their behavior despite their poor feeling. We use emotions as a means to achieve our aims in self-motivation. In the present research, this pattern will be used.

### **Job satisfaction**

Hawthorne's studies at the late 1990s concurrent with recession of economy paved the way for studies on human resources and job satisfaction. Since 1930, importance of job satisfaction was intensified because the advocates of the human relation approach convinced the scholars and managers to believe in a happy worker as a worker who can bring benefit for the company. Shertoz believes in job satisfaction as loving the duties at job, the conditions under which the job is fulfilled, and reward which is received to fulfill the job (Salimi, 2008, p.9). to recognize human and understand the factors which affect job satisfaction among the staffs, we oblige to study the staffs' behavior. Motive causes starting and continuing an activity and determines the direction of any person's behavior.

Most of psychologists know the aim as an external motive and consider two general forms for motives: material and tangible motives such as increasing salary and benefits and intangible motive such as appreciating the staff's effort at job, yet motivation is an internal state in the person, yet the aims are mentioned out of the person (Rezaeian, 2012, p. 94). Theories of motivation describe how the behavior takes place. These theories strive to describe intension, direction and continuity. Cherrington has divided theories of motivation to three classes as follow:

1. theories of learning
- 2 . Theories of need or content
3. theories or models of decision making

Theories of learning put an emphasis on results of behavior especial positive role of theories in role of perceptions. Content theories among the aforementioned theories more likely associate to job satisfaction, yet theories or models of decision making more likely associate to effort at job and functional concepts (Rezaeian, 2012, p. 104). Content theories are called need theories, because they encompass the psychological theories which cause stimulation at behavior. In following, with regard to proportionality to the generality of research, content theories are examined with more explanations. The theories below among the content theories have been proposed, that the summary of these theories are as follows;

### **Content theories**

#### **Different levels of Existence**

This theory states that the humans are at various stages of their life and a person who is at one stage of life cannot understand the individuals who are in higher levels. Transition from a stage to another stage at life requires internal or external development. This theory adapts with theory of hierarchy of needs.

### **Hierarchy of needs theory**

Abraham Maslow believes that human needs follow a hierarchy. Environmental needs are deemed as the fundamental needs of the man for his survival, and when these needs are met, the need to safety is considered, whereby this hierarchy is proposed for the needs of belonging, need to respect, self-actualization, understanding of life and the environment, and finally the aesthetics need. Maslow believes that the hierarchy of needs theory is a sample that comes true in most of cases, that it can mention a variety of exceptions for it (Robins, 2012, p. 88).

### **ERG Theory (existence, Relatedness, Growth)**

This theory has classified the needs to three groups. In point of view of Alderfer, the needs include:

- Environmental needs that associate to the person's material welfare
- Belongingness needs which indicate desires for satisfying interpersonal relationships
- Growing needs which indicate desire for constant development of the person

The difference between this theory and Maslow's theory lies on this fact that Alderfer does not consider any order and priority for these needs and believes that each of these needs is at their place.

### **Achievement Motivation Theory**

In point of view of Mcclenlland, motivational agents are rooted in culture. He believes that all humans have three important needs including:

- Need for Achievement: this refers to prosperity and desire to end with a task with more efficiency to resolve problem and dominance on complicated tasks
- Need for Affiliation: desire for making close relationship with others
- Need for Power: desire for influence on others and control others' behavior

He believes that the man is stimulated by means of these needs. This theory comes beneficial when any need is related to a series of individual preferences, that managers can familiarize the individuals with these needs under actual acquisition of these needs so as to succeed in a variety of jobs (Robins, 2012, p. 93).

### **Process Theories Of Motivation**

As mentioned above, this theory has been elaborated to find how stimulation of human's behavior has been elaborated.

### **Equity theory**



This theory states that the man constantly seeks to be behaved fairly. In other words, equality implies a belief undergoing a fair behavior with us compared to others and inequality implies a belief undergoing an unfair behavior with us compared to others. According to this theory, the process of equality comes to realize based on ratio of input to output, i.e. inputs include acquisitions of the person such as education level, experience, effort and loyalty to organization, and the results include what the person receives such as salary, social relations, recognition and rewarding per his acquisitions (Robins, 2012, p. 103).

### **Expectance Theory**

This model was practically used by Vroom victor and then by Lyman porter and Edward lawler.

This model strives to detect the source of individuals' expectations and attractions at once and relate the effort to the performance and job satisfaction later. According to this model, three predictors are mentioned as follows:

-predictor of effort: if the staffs believe in receiving valuable rewards per their job, they will make more effort.

-predictor of performance: the staffs with more abilities and certain effort will have better performance than the less skilled staffs

-predictor of satisfaction: the staffs receive internal and external rewards per their performance. The person acquires internal rewards that are combined of the intangible outcomes such as sense of acquisition of success and fulfillment of task, and acquires the external rewards that are intangible outcomes such as rights and identification by people. Satisfaction is specified via the staffs' expectations from fairness of their received rewards (Robins, 2012, p. 105).

### **Dimensions of job satisfaction**

Smith and Kendul (1969) have proposed five dimensions for job: nature of job, wage, the opportunity for progress, supervision and the relationship between manager and colleagues (Smith & Kendul, 1969).

### **The factors affecting job satisfaction**

As the individuals' satisfaction or dissatisfaction with their job can influence their performance in different ways, thus the factors affecting the individuals' job satisfaction must be detected to increase job satisfaction and create necessary motivations. Some of the most important factors include job security, work conditions, the amount of received salary, the rules and regulations, the nature of supervision, the extent of mutual relationship with colleagues, supervisors or subordinates, job position, and extent of adjustment with private life of the staffs (Afjaheh, 2011).

### **Organizational commitment**





Porter et al. (1974) defined the organizational commitment as acceptance of the organizational values and involvement in organization, that the criteria to measure organizational commitment include motivation, desire for survival at job and acceptance of organizational values. In point of view of Porter et al.(1974), organizational commitment has been developed from at least three factors below:

- acceptance of organizational aims and values
- preparation to make attempt
- desire for maintenance of identity within organization

Chatman and O'Reilly (1986) have defined the organizational commitment as the support and emotional attachment with the aims and values of an organization in favor of the organization and avoidance from the instrumental values (Ranjbarian, 1996, p. 43). Organizational commitment implies individuals' negative and positive attitudes towards organization in which they are working. Concerning the organizational commitment, the person has a strong sense of loyalty to the organization, under which he detects the organization (Estrone, 1998, p. 73). The common point in the definitions above lies on this fact that commitment is a mental state that specifies the relationship between the person and organization, referring to the indications on continuity or discontinuity of membership between the person and organization (Sarooghi, 1996).

### **The necessity to attention to the organizational commitment**

There are wide reasons on why an organization must increase level of organizational commitment among its members (Astyrz, and Porter, 1991, p. 290). Studies have shown that there is a positive relationship between organizational commitment and the outcomes such as job satisfaction (Bateman & Astyrz, 1984), involvement (Matthew and Zajak, 1990), meta-social Organizational behavior (Ariel and Chatman, 1986), job performance (Meyer, Allen and Smith, 1993), a negative relationship between organizational commitment and tendency to leaving job (Shiuan et al. 2003, p. 313).

### **Literature review**

#### **Domestic studies**

Dostdar(2006) in a research entitled “determination of a model to examine effect of managers’ emotional intelligence on staffs’ organizational commitment regarding role of leadership styles among the managers at Islamic Republic of Iran Broadcasting” indicated that transformational and interactional leadership style have been complementary to each other, affecting the relationship between emotional intelligence and organizational commitment.

Ostovar & Amirzade Khatooni(2008) have examined the relationship between emotional intelligence, job satisfaction and organizational commitment among 200 staffs at factories in private sector in Shiraz. The results indicated that there is a significant relationship between emotional intelligence and job satisfaction, emotional intelligence and organizational commitment, job satisfaction and organizational commitment, concluding that emotional intelligence predicts 16% of the variance on job satisfaction and 14% of the variance on organizational commitment.

Rezaeian & Koshtehgar(2008) in their research examined the relationship between emotional intelligence and organizational commitment among staffs at Iran Khodro Company. Results





of this research indicated that there is a significant relationship between emotional intelligence and organizational commitment among staffs, that relationship management among the dimensions of emotional intelligence has the highest effect on organizational commitment.

Keramati et al.(2012) examined the relationship between emotional intelligence and organizational commitment among staffs at governmental offices in Ghoochan county. The statistical population consists of 23 offices in Ghoochan County. The obtained results indicated that there is a significant relationship between job satisfaction and “emotional intelligence and job satisfaction among the staffs” and “self-control and social skills as the components of emotional intelligence”. Yet, there is no significant relationship between job satisfaction and other components.

Eidi et al.(2012) predicted satisfaction among the athletes in Tehran through emotional intelligence and its components. This research has been conducted aiming at predicting athletes’ satisfaction through the construct of emotional intelligence and its components via descriptive correlation method. Findings indicated that there is a positive significant correlation between emotional intelligence and athletes’ satisfaction. Results of regression analysis indicated that two components of self-regulation and assessment of others’ emotions predict 50% of the variance on athletes’ satisfaction

Keshavarz(2012) formulated a model to elaborate the relationship between managers’ emotional intelligence and staffs’ organizational commitment at municipality of Tehran. Findings of research indicated that managers’ emotional intelligence with influence coefficient (0.64) affects staffs’ organizational commitment. Emotional commitment, self-regulation, self-motivation, self-awareness, normative commitment and continuous commitment in turn with factor loading 0.93, 0.85, 0.7, 0.65, 0.65 and 0.51 play the major role in relationship between managers’ emotional intelligence and staffs’ organizational commitment.

Bazooband et al.(2013) examined the relationship between emotional intelligence, emotional commitment, organizational commitment and job satisfaction among the staffs at physical education headquarters of Lorestan province. The results indicated that there is a positive significant relationship between emotional intelligence, organizational commitment and job satisfaction. Further, there is a positive significant relationship between organizational commitment and job satisfaction.

## Foreign studies

Yusof(2006) in a research entitled “the relationship between emotional intelligence, organizational commitment and job satisfaction ” among 153 staffs, indicated that there is a significant relationship between emotional intelligence and organizational commitment, that self-awareness has the highest effect on job satisfaction and organizational commitment.

Adiyomo(2007) conducted a research entitled “emotional intelligence and its relationship with organizational commitment”. Findings of research indicated significant effect of emotional intelligence on organizational commitment, predicting that emotional intelligence as a mediator can increase organizational commitment.

Lordanoglou(2008) stated that emotional intelligence has a positive effect on satisfaction and efficiency of instructors at countries of eastern Europe.



Othman and Anugerah(2009) in a study “overview of the relationship between job satisfaction and commitment and mediating role of commitment contributing in emotional intelligence and job satisfaction” deduced that the individuals with high emotional intelligence are more adhered to their job; further, commitment predicts job satisfaction.

Kafetsios and Zampetakis(2008) in a research examined the relationship between emotional intelligence and job satisfaction and mediating role of negative and positive effects of working conditions on instructors. The results from this research indicated that there is a positive significant relationship between emotional intelligence and job satisfaction. Further, the relationship between emotional intelligence and job satisfaction is under influence of negative and positive effects of work.

Samual(2008) in a research entitled “demographic and psychological factors as the predictors of organizational commitment” indicated that emotional intelligence, achievement motivation, job satisfaction and all the demographic factors except for gender predict organizational commitment among the staffs at enterprises.

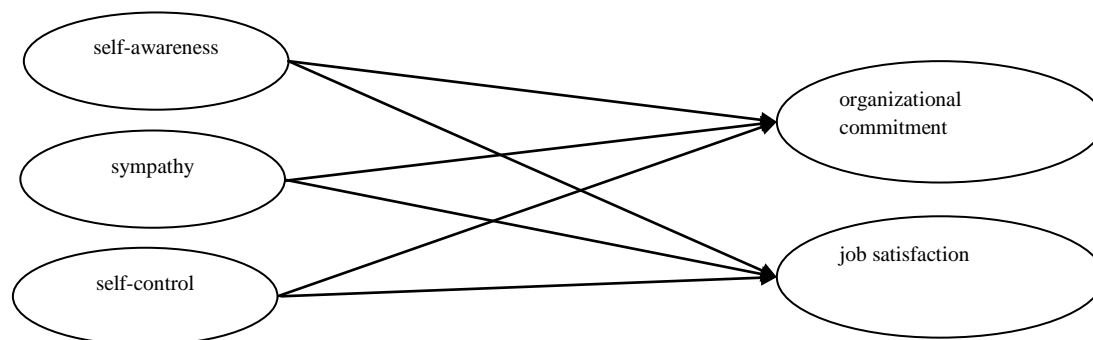
### **Research hypotheses**

With regard to Shrink’s point of view(2010), emotional intelligence enjoys three components including self-awareness, sympathy and self-control, thus the research hypotheses will be formulated as follows:

- 1-self-awareness affects organizational commitment among staffs at Pasargad Insurance Company
- 2- sympathy affects organizational commitment among staffs at Pasargad Insurance Company
- 3- self-control affects organizational commitment among staffs at Pasargad Insurance Company
- 4-self-awareness affects job satisfaction among staffs at Pasargad Insurance Company
- 5- sympathy affects job satisfaction among staffs at Pasargad Insurance Company
- 6- self-control affects job satisfaction among staffs at Pasargad Insurance Company

### **Conceptual model of research**

The present research has used the components of emotional intelligence introduced by Shrink (2010). With regard to what mentioned above, the research conceptual model has been represented below:



### Research method

The present research is an applied research in sake of aim and a descriptive correlation in sake of nature. The statistical population (270) consists of the staffs at Pasargad Insurance Company, that the sample size was calculated equal to 161 individuals via Cochran formula. Clustering and then simple random sampling methods have been used to select sample group, such that the branches of insurance throughout Tehran have been divided into five clusters and then the questionnaire was distributed among the individuals after selecting three clusters. To get assured from filling sufficient number of questionnaires, 200 questionnaires were distributed among the staffs, that 166 questionnaires were given response in the end. Three components of emotional intelligence including self-awareness, sympathy and self-control have been considered as independent variables and job satisfaction and organizational commitment have been considered as dependant variables. Shrink's questionnaire (2010) has been used to measure components of emotional intelligence, and Linz's questionnaire (2003) has been used to measure organizational commitment and job satisfaction. Content validity and construct validity have been used to measure validity of measurement instruments, and Cronbach's alpha has been used to evaluate the reliability.

As the Cronbach's alpha for all the variables has been obtained greater than 0.70, reliability of questions and questionnaire has been confirmed. To give a response to research hypotheses, Confirmatory Factor Analysis and correlation tests will be used. Firstly, factor analysis has been assumed as a heuristic method, yet there has been this possibility to hypothesize via factor analysis.

### Findings of research

In the present research, 55% and 45% of the sample consisted of male and female. A majority of individuals in sample group have been at the age group 18-35 years old. Accumulative frequency for the age groups indicates that 70% of the individuals in sample group are at the age group 40 years old and under, and 91% are at the age group 50 years old or under, and just 9% of the sample group consists of the individuals above 51 years old. 23%, 49% and 28% of the individuals in sample group had diploma, bachelor and master degrees. With regard to what mentioned above, the highest frequency belongs to the individuals with bachelor degree, and such statistics seem logical based on the frequency for the involvement by youths in sample group and individuals' desire to continue their education in recent years. Further, the respondents' work experience indicates that a majority of individuals in sample group have work experience less than 10 years, and such statistics seem logical. 47%, 35%



and 18% of the individuals in sample group have work experience less than 10, 10-20, and 20-30 years, respectively.

### Exploratory factor analysis

Exploratory factor analysis via software SPSS was used to identify how much the dimensions of emotional intelligence can be elaborated in the sample group. Results of this analysis introduced three dimensions of self-awareness (23.78%), sympathy (26.78%) and self-control (21.79%), that these three dimensions elaborated 72% of total variance on emotional intelligence. It should be noted that the value for KMO equals to 0.907 that goes beyond the standard level (0.60). Further, significance level for Bartlett's test has been obtained less than 0.05, indicating that the data have been suitable for factor analysis. To measure validity of items and trust on Unidimensionality of the evaluation scales for each of dimensions, confirmatory factor analysis was used. With regard to the results of factor analysis for the variables of model, the correlation between the dimensions of variable is significant, and the correlation between questions and factors is significant; on the other hand, the fitness indicators of model indicate a proper fitness between data and model.

Table 1. GoodnessofFit Index from confirmatory factor analysis

Fitness criteria of model	index	Dimension	Standard level	Result
Relative. Chi-Sq.	$\chi^2/df$	۲/۹۳	<۳	Good
Root Mean Square Error of Approximation	RMSEA	۰/۰۷۴	<۰/۱	Good fitness
Root Mean Residual	RMR	۰/۰۵۲	About 0	acceptable
normed fit index	NFI	۰/۹۷	>۰/۹۰	acceptable
Non-Normed Fit Index	NNFI	۰/۹۷	About 1	Very good
Comparative Fit Index	CFI	۰/۹۸	>۰/۹۰	Very good
relative fit index	RFI	۰/۹۶	>۰/۹۰	Very good
Incremental Fitness Index	IFI	۰/۹۸	>۰/۹۰	Very good
goodness of fit index	GFI	۰/۹۷	>۰/۹۰	good
Adjusted goodness-of-fit index	AGFI	۰/۹۴	>۰/۹۰	good

### Testing hypotheses

To examine the research hypotheses via structural equation modeling, firstly the relationship between variables must be confirmed. Since the results from Kolmogorov–Smirnov test indicate normality of data, Pearson correlation analysis was used. Results from correlation analysis indicate a significant relationship between components of emotional intelligence and organizational commitment and job satisfaction at confidence level(0.99).

Table 2. Results from Pearson correlation analysis

Variable	self-awareness	sympathy	self-control	organizational commitment
organizational commitment	۰/۴۶۷	۰/۴۶۳	۰/۸۰۶	۱
job satisfaction	۰/۸۲۸	۰/۱۴۸	۰/۵۲۱	۰/۳۹۸

As it must not suffice to the overview of the relationship between the variables, overview of the fitness of models was considered, indicating a proper fitness of model. The results from research hypotheses testing have been summarized in table 3.

Table 3. Results from structural equation modeling

Hypotheses	Standard coefficient	Sig
self-awareness-organizational commitment	۰/۲۰	۱۰/۶۷
sympathy-organizational commitment	۰/۲۱	۱۰/۸۷
self-control-organizational commitment	۰/۱۴	۸/۵۰
self-awareness- job satisfaction	۰/۳۱	۱۲/۱۵
sympathy- job satisfaction	۰/۲۵	۱۱/۳۶
self-control- job satisfaction	۰/۱۴	۸/۵۰

With regard to the obtained results, positive significant effect of all variables on each other has been confirmed, representing Goodness of Fit Index in table 4. All these indices indicate a proper fitness of model, indicating confirmation of the research hypotheses.

Table 4. Goodness of Fit Index

Fitness criteria of model	index	Dimension	Standard level	Result
Relative. Chi-Sq.	$\chi^2/df$	۰/۰۵۷	<۳	Good
Root Mean Square Error of Approximation	RMSEA	۰/۰۵۸	<۰/۱	Good fitness
Root Mean Residual	RMR	۰/۹۱	About 0	acceptable
normed fit index	NFI	۰/۹۱	>۰/۹۰	acceptable
Non-Normed Fit Index	NNFI	۰/۹۲	About 1	Very good

Comparative Fit Index	CFI	۰/۹۱	>۰/۹۰	Very good
relative fit index	RFI	۰/۹۲	>۰/۹۰	Very good
Incremental Fitness Index	IFI	۰/۹۲	>۰/۹۰	Very good
goodness of fit index	GFI	۰/۹۱	>۰/۹۰	good
Adjusted goodness-of-fit index	AGFI	۰/۰۵۷	>۰/۹۰	good

## Discussion and conclusion

Findings of research indicate that there is a positive significant relationship between self-awareness and organizational commitment among the staffs at Pasargad Insurance Company. As mentioned, emotional intelligence starts with self-awareness which has a close relationship with values, strengths and weaknesses so as to express the feelings via a proper way. Further, there is a positive significant relationship between sympathy and organizational commitment among the staffs at Pasargad Insurance Company. As mentioned, sympathy implies control over impulses, delay at meeting needs and the power of being in a favorable mental state. This variable implies conducting the emotions towards aim, delaying at needs and inhibiting the efforts. With regard to the results, the more sympathy increases, the organizational commitment increases, and any weakness in sympathy will be followed by a decrease in organizational commitment. There is a positive significant relationship between self-control and organizational commitment among the staffs at Pasargad Insurance Company. The obtained results are consistent with the results from studies by Keshavarz (2013) , Adiomio (2007 ) and Samuel (2008 ). Concerning job satisfaction, the component “self-awareness” enabled to have a positive significant effect on job satisfaction among the staffs at Pasargad Insurance Company. Self-awareness implies a proper and realistic understanding from interests, values, skills, limitations and preferences at a person’s life. The results from this research are consistent with the results from the studies by Ostovar & Amirzade Khatooni(2008) and Yosun(2006). Further, it was specified that sympathy as one of the components of emotional intelligence has a positive significant effect on job satisfaction among the staffs at Pasargad Insurance Company. Sympathy in the person causes initiative and optimism under which the person strives to make effort to achieve his aims. The results from confirmation of hypothesis are consistent with the results from studies by Eidi et al.(2012), Keramati et al.(2012) and Kafetsios and Zampetakis(2008). Further, based on findings, self-control has a positive significant effect on job satisfaction among the staffs at Pasargad Insurance Company. This finding is consistent with the findings of research by Bazvand et al.(2013) and Keramati et al.(2012).

## Suggestions

With regard to the obtained results concerning the research hypotheses based on the relationship between dimensions of emotional intelligence and job satisfaction and organizational commitment, it is suggested considering how to increase emotional intelligence and its components in order to increase job satisfaction and commitment. In this regards, some executive suggestions are as follows:

- Praising the staffs by directors
- introduction and appreciation of staff who have decent performance





- face-to-face meeting between managers and staffs
- providing vital moments at company
- assure the person from support by the organization
- accuracy at the process of employment and acquisition of skilled staffs
- staffs' attendance in decision makings which helps to achieve organizational aims resulting in increase of organizational commitment and job satisfaction
- providing necessary opportunities for the person at job
- set justice among staffs
- increase emotional bond in staffs and involve them in organizational aims
- improve social communication networks at job
- explain organizational aims and visions
- remove barriers at job
- remove discriminations and improper relations among individuals at workplace and etc.

### Persian References:

1. Setarvan, Hossein (1998).Organizational obligation, management journal in Education and training, fifth period, No 17,pages 73-74
2. Ostovar ,Soghra and Amirzadeh Khatooni ,Mandana(2008) investigation on emotional intelligent and organizational obligation in private sector staffs of Shiraz city ,an approach to education management ,Quarterly ,first period ,No2 ,paged 23-38
3. Afjei ,Seyyed ali Akbar(2011) leadership theory and organizational behavior ,Tehran,organization for compiling and studying of human resource books of universities .
4. Azvand, Kyoomars and colleagues 2013, emotional intelligent relation with organizational obligation, job satisfaction of physical exercises staffs' administration in Lorestan province, fifth period, No 4, pages 125-143.
5. Khaef,Elahi ,Ahmad and Dostar,Mohammad (2003) emotional intelligent dimensions ,management and development Journal ,No18,pages 52-62
6. Dusta,Ali(2006) determination on effecting model of Manager's emotional intelligence on organizational obligation of staffs regard to leadership styles role in Islamic republic of Iran national media ,Mater thesis of Shahid Beheshti University,.
7. Robinz ,Stephan (2012)organizational behavior fundamentals ,Translated by Ali Parsabiyan and Seyyed Mohammad arabi ,Tehran.cultural researches Bureau publication



8. Rezaeiyan, Ali (2012) organizational behavior management ,Tehran, organization for compiling and studying of human resource books of universities
9. Ranjbariyan ,Bahram (1996), Organizational commitment ,Drug science and Economy faculty, Isfahan University ,10th year, No 1,2, pages 65-73
10. Saroghi, Ahmad (1995), Organizational commitment and it's relation with tendency to abandonment of job, Administrative management Quarterly, 10th period ,No 4,12, pages 65-73.
11. Limi, Ghorbanali (2008) Management and human relation in school. Isfahan: Isfahan University press.
12. Yadi, Hossein and Colleagues (2012) Athletes satisfaction prediction through emotional intelligent and it's components ,psychological studies ,Quarterly ,second year ,No 6, pages 37-48
13. Ramti, Mohammad reza and colleagues (2012) Emotional intelligent relation with job satisfaction in staffs of Administrative offices of Ghuchan province ,Leadership and Educative management ,sixth year ,No 4, pages 111-136.
14. Shavez, Loghman (2012) preparation of relationship model between emotional intelligent and organizational commitment of sport organization of Municipality staff .Tehran ,contemporary research in sport management .No 4, pages 47-58.
15. Kiarouchi ,Joseph (2010) Emotional intelligent in daily life ,translated by Jafar Najafi zand .Tehran .Tehran .Sokhan publication.
16. Adeyemo, S.A. (۲۰۰۷). Emotional Intelligence and The Relationship Between Job Satisfaction and Organizational Commitment of Employee in public paradtatls in Oyo state, Nigeria. Pakistan Journal of social sciences, Vol.4, No.2, PP: 324- 330.
17. Barent, J.M (2005). Principals` levels of emotional intelligence as an influence on school culture. A dissertation submitted in requirements for the degree of Doctor of Education in Education, Montana State University.
18. Bateman, T.S., and Stasser, S. (1984). A Longitudinal Analysis of the antecedents of organizational commitment. Academy of Management Journal, Vol.27, P: 95.
19. Chatman, J. and O'Reilly, C. (1986). Organizational commitment and psychological attachment: the effects of compliance, identification, and internalization on pro-social behavior. Journal of Applied Psychology, Vol. 7, PP: 492-9.
20. Goleman, D (1998). Working with Emotional Intelligence. Bloomsbury publishing, London.



21. Kafetsios, K. and Zampetakis, L. A (2008). Emotional intelligence and job satisfaction: testing the mediatory of positive and negative affect at work. *Personality and individual differences*, Vol.44, PP: 712-722.
22. Lindholm, J. A. (2003). Perceived organizational fit: Nurturing the minds, hearts, and personal ambitions of university faculty. *The Review of Higher Education*, Vol.27, No.1, PP: 125-149. Retrieved from <http://muse.jhu.edu/journals/rhe/>
23. Lordanoglou, D. (2008). The teacher as leader: the relationship effectiveness, emotional intelligence and leadership effectiveness, commitment and satisfaction. *Journal of leadership studies*, Vol. 1, Issue 3, PP: 57-66.
24. Martinez – pons, M. (1997). The relation of emotional intelligence with selected areas of personal functionin. *Imagination, cognition and personality*; Vol. 17, No. 1, p. 313.
25. Mathieu, J. E. and zajac, D. M. (1995). A review and meta- analysis of the antecedents, correlates and consensus of Organizational commitment. *Psychological Bulletin*, Vol.108, No.2. PP: 171 -194.
26. Mayer, J. D and Salovey, P. (1990). Emotional intelligence. *Imagination, cognition and Personality*, Vol.9, PP: 185-211.
27. Mayer, J. D., Salovey, p., and Caruso, D. R. (2000). Selecting a measure of emotional intelligence, In Bar- On & et al. (eds). *Handbook of emotional intelligence*, (pp 320-342). California, Bass Inc.
28. Meyer, J.P; Allen, N.J. and Smith, C.A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, Vol.78, No.4, pp: 538-551.
29. Meyer, J.P. and Herscovitch, L. (2001). Commitment in the workplace toward a general model. *Human Resource Management Review*, Vo.11, PP: 299-326.
30. Miller, M (1999). Emotional Intelligence Helps succeed. *Credit union Magazine*, [www.findarticles/p/articles](http://www.findarticles/p/articles).
31. Mowday, R., Porter, L., and Steers, R. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism and turnover*. New York: Academic Press.
32. Othman,S. and Anugerah, R. (2009). Effects of emotional intelligence and career commitment on career success. (From: <http://mgv.Mim.Edu.my/MMR/O206/020606.Htm>). PP: 46-52.





33. Porter, L. W., Steers, R. M., Mowday, R. T., and Boulian, P. V. (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology*, Vol. 59. No.5. pp: 603-609.
34. Sammuel, O. S. (2008). Demographic and psychological factors predicating organizational commitment among industrial workers. *Anthropologist*, Vol. 10, No.1, PP: 31-38.
35. Shiuan, c.b; yu, j.d and Relley, j.h. (2003). Organizational commitment, supervisory commitment and employee out come in the chine's context proximal phyothsis or global hypothesis C. *Journal of organization behavior*, Vol. 24, No. 3.
36. Shrink, C (2010). Cyberia-Shrink Emotional Intelligence Test Retrieved from [http://www.queendom.com/tests/access\\_page/index.htm?idRegTest=3037](http://www.queendom.com/tests/access_page/index.htm?idRegTest=3037).
37. Smith, p.c and Kendal. (1969). the measure of satisfaction in work and pertinent. Manually Chicago.
38. STEERS, R.M & PORTER, L.W. (1991). MOTIVATION AND WORK BEHAVIOR. MCGRAW-HILL, INC, 5th Ed.
39. Weisinger, H. (1998). Emotional intelligence at work. The untapped edge for success, San Francisco: Jossey-Bass.
40. Yusof, R. (2006). The Relative Influence of Intelligence and organizational commitment on job performance of Administrators in Uitm. Unpublished Disserttation University of putrtra Malaysia.