

Emotional Intelligence and Organizational Commitment in the Banking Industry in Ethiopia

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Abstract

Nowadays, emotional intelligence (EI) is a topical subject attracting several researchers in the field of organization management/behavior. An increasing number of studies have been done on emotional intelligence however, there is no unifying work focusing on the measurement of emotional intelligence of managers in the banking sector. The purpose of this study was to investigate the relationship between emotional intelligence and organizational commitment in the Ethiopian banking sector. A descriptive correlational research design was adopted for this study. Quantitative research methods were used to collect data from 312 non-managerial bank employees who participated in this study. A multistage stratified random sampling method was used to determine the samples. SPSS version 20, descriptive statistics, correlation, and regression analyses were performed to analyze the data. The results of the study showed that emotional intelligence was positively related to all three dimensions of organizational commitment (affective, continuance, and normative). The regression result indicates positive and statistically significant impacts of emotional intelligence on organizational commitment. The findings have implications for emotional intelligence training may play an important role in enhancing the organizational commitments of employees. Therefore, the results of the present study recommended that organizations while hiring or promoting new managers should measure the emotional intelligence level of prospective candidates. In addition, they should organize seminars and workshops on emotional intelligence for their managers and similar ones to energize organizational commitment among their subordinates.

Keywords: 1. Affective Commitment, 2. Continuance Commitment, 3. Emotional Intelligence, 4. Normative Commitment.

1. Introduction

The survival of organizations is dependent on maximizing profits from existing capabilities while recognizing and adjusting to the fact that what works today may not necessarily work tomorrow maintaining the organizational profits. Therefore, leaders must work hard to have more engaged and committed employees who are flexible enough to change with the changing times and demands (Osborne & Hammoud, 2017). Improving employee productivity has a positive impact on an organization's financial performance. Organizational performance is determined by employees' efforts and engagement levels (Musgrove et al., 2014) and interpersonal behaviors affect productivity hence organizational leaders have to foster employee commitment in their organization to ensure survival.

Committed employees dedicate their mental energy, emotional energy, and time to their organizations. In return, these dedicated employees assume their company to reciprocate the same. It is this expectation that creates the psychological contract between employees and the organizations. These symbiotic expectations between the employees and employers have changed over time and have been influenced by among others global competition, high cost of labor, and knowledgeable customers. These changes call for organizations to develop new strategies for enhancing employee commitment to improving the performance of the employees (Vance, 2006). Employee job satisfaction is directly related with low turnover, decreased absenteeism, and improved employee commitment to the organization's economic overall performance (Cherif, 2020).

In the foregoing, employees who are emotionally attached to organizations are critical to the success of those organizations. The ongoing operation of an organization is affected by employee commitment, which is a factor that affects the overall performance of an organization. In contrast, only 13% of employees around the world are actively engaged at work and more than twice that number are so disengaged and are likely to spread negativity to others (Bersin, (2014). According to Goleman (2006), the human brain can be contagious contending that people with negative emotions can cause others to feel negative emotions, which could hurt the productivity of an organization.

The workplace needs emotionally intelligent people "who can identify, manage, and focus their emotions effectively, and cope successfully with the demands of daily life" (Nafukho and Muyia, 2014, p. 625; Farnia and Nafukho, 2016). Along with this line, managers with high levels of trait emotional intelligence may regulate their emotional states by supporting effective courses of action to deal with situations in ways that create more positive emotional responses from subordinates. A manager who is poor at perceiving emotions may unknowingly miss important emotional signals from his or her team members. Similarly, a manager who is poor at managing his or her own emotions may allow emotions to interfere with effective action (Zampetakis and Moustakis, 2011).

Banks are organizations that are considered to be one of the key financial sectors that handle the transaction and supply of money. Every bank has a lot of transactions happening every day, and even a small mistake in it can have huge consequences. A bank manager is a person who is responsible for all decisions and manages the bank's processes and work environment. Bank managers often make many key decisions as the decisions made can have a huge impact on the bank's outcome. A manager needs to be able to understand his/her emotions and feelings; and use them to communicate appropriately with employees and deal effectively with different challenges (Kumari & Priya, 2017).

There is a lack of lookups investigating the influence of emotional intelligence on organizational commitment in banking, and as a result, the literature is missing in quite a few areas. In reviewing the literature, it was found that there were few studies conducted on emotional intelligence in Asia. However, studying the impact of Emotional Intelligence on enhancing performance and employees' outcomes provides valuable input to the organization to identify the right skills and competencies that should be possessed by leaders and managers (Carmeli, 2003; Johnson & Julie, 1999; Mina & Melika, 2011).

In Ethiopia, banking today has become more demanding and the workplace more complex and ambiguous. Managers should demonstrate their value in creating the conditions under which people can deliver the best results, which requires mastering a new set of key competencies, including emotional intelligence and related competencies. However, in the Ethiopian context, the construct of Emotional Intelligence has only been studied with limited constructs such as academic achievement (Astatke, M., 2019), Organizational Development (Desta, B. K., 2020), self-efficacy beliefs (Girma, W., 2014), Adolescents Parental Relations (Muse Haji, E., & Demissie Melaku, T., 2020) and clinical performance (Thanaraaj, V., & Turkman, A., 2021). Though, there is still a need to fill the empirical gap in studying the impact of emotional intelligence on the organizational commitment of managers in the banking industry in Ethiopia since there were no studies found in testing the relationships between these constructs.

To overcome research gaps, this study aimed to investigate the relationship between emotional intelligence and organizational commitment in Ethiopia located in the Amhara region. The rest of the paper is organized as follows: The next section presents a review of the relevant literature. Section 3 presents the methods of data collection and data analysis. Section 4 presents findings and a discussion of

results related to the reviewed literature. The final section concludes with conclusions and implications for policymakers, researchers, and practitioners.

2. Literature Review

The concept of organizational commitment consists of three aspects: affective commitment, continuous commitment, and normative commitment. Affective commitment includes a demonstrable sense of belonging and is associated with a commitment to utilizing the organization (Meyer, Allen, & Gellatly, 1990). Normative commitment has been described as the understanding of, commitment to staying in an organization (Meyer & Allen, 1996). Continuance Sustained commitment indicates the level of workers' perceptions of the adverse effects of exploiting organizational thinking, which they may have to face by stopping the organization.

Radha et al., (2017) studied emotional intelligence to induce voluntary and positive behaviors in employees. Induced positive behaviors help organizations maintain a good work environment and a favorable organizational climate that supports employees at all levels in the organization. If employees understand, control, and use their emotions effectively, they will create a positive work environment for organizational outcomes to flourish.

Kumari et al., (2017) found that emotional intelligence is an important factor in talent retention. A stronger workforce means higher performance, higher productivity, and efficiency. The more skilled the workforce is, the simpler and easier it is to take on and complete tasks according to the organization's schedule.

Yuvaraj (2018) started to study the role of EI on employee commitment, and he aimed to examine whether there is a relationship between EI and employee commitment. After extensive research and research, he concluded that there is a positive correlation between EI and employee commitment. In his conclusion, he also noted that EI and employee commitment are important factors in life that determine and dictate employee behavior in the workplace. He also concluded that EI strongly influences employee commitment in an organization.

Saini, (2018) explores that emotional intelligence plays a crucial role in organizations. It has an impact on the behavior of the employees and the level of empathy they show towards their colleagues. Employees who show empathy for their colleagues show that they care about each other and also help build better relationships and support coordination within the organization. For an organization to succeed, it is necessary to hire employees with good emotional intelligence.

Lakshmi et al. (2018) studied high emotional intelligence and how it lets employee's foster wonderful members of the family with colleagues that assist them in operating properly in companies and constructing social status. Emotional intelligence and worker overall performance improve, thereby supporting companies to attain their mission and vision in the long run.

Karnia et al.'s (2019) research indicates that employees are inspired when their compensation is higher, and the greater the compensation plan, the greater their commitment to the company increases. Higher emotional intelligence and better compensation plans are positively associated with employees' organizational commitment to the organization.

Fadhli et al., (2020) explored that emotional intelligence has a positive correlation and significant effect on employee performance, job satisfaction, and organizational commitment. Poor emotional intelligence can affect the collective performance of the organization.

Numerous studies demonstrate that EI is valued more than employment-specific competencies in the workplace (Stachova, Stacho, Raišienė, & Barokova, 2020). Scientific research has demonstrated the importance of emotions in the human mind, reflecting the movements and activities of human behavior (Jain & Duggal, 2018; Stoian et al., 2018; Kolnhofer-Derecskei & Nagy, 2020; Javaria et al., 2020). In the modern era, EI has been considered as a matter of most prominent deception, which has turned out to be exceptionally relevant to authoritative progress and creating individuals, in such a way that it helps to figure out and assess an individual's behavior, work implementation and organizational behavior responsibility in extreme pressure. Though there are numerous studies analyzing the direct and indirect relationship between EI and various factors (Šešić & Nikolić, 2020; Wróblewski & Grzesiak, 2020), a few

studies have been undertaken on organizational commitment and EI's effect in the field (Bhalerao & Kumar, 2016).Based on these findings, the hypothesis is proposed:

Ha1: There is a significant relationship between emotional intelligence and organizational commitment.

Ha2:There is a significant relationship between emotional intelligence and affective commitment.

Ha3:There is a significant relationship between emotional intelligence and continuance commitment.

Ha4:There is a significant relationship between emotional intelligence and normative commitment.

3. Methodology

3.1 Research Design

The study employed a descriptive correlational research design and employed a positivist approach. Conventionally, this approach uses structured questionnaires (Shukla, 2014).

Therefore, this study employed structured questionnaires; that is, these instruments have become one of the most widely used data collection methods (Quinlan 2011). Questionnaires are a popular method of collecting raw data and thus can be used in all types of quantitative research (McNabb 2013; Saunders et al. 2019).

3.2 Sampling Design

The sample respondents in the study were drawn from a total of 1420 employees working in the Ethiopian banking sector located in the Bahirdar, Gondar, and Dessie regions in the Amhara region, as they were representative of the general population. Using Yamane's formula (1967), the sample size was determined.310 respondents were selected using a simple random sampling technique using a sampling error technique with a 95% confidence level and 5% probability.

This study uses a multi-stage stratified sampling technique to select banks, bank branches, and subordinate institutions. The 310 respondents were selected from the three district branches by using proportionate stratified random sampling. Proportional stratified random sampling is widely used to ensure equal representation of the population in the sample.

3.3 Measurements

The data were collected using two standardized questionnaires: For this study, the three dimensions of organizational commitment were assessed by administering the revised version of Meyer & Allen's (1997). Emotional intelligence for the full version of the Genos EI questionnaire developed by Palmer & Stough (2009) was used. Both standardized questionnaires were scored using a five-point Likert scale: 1 = strongly disagree, 2 = disagree, 3 = slightly agree, 4 = agree, 5 = strongly agree.

3.4 Data Analysis

To analyze the collected data, the researcher used quantitative techniques. These techniques include descriptive statistics, correlation, and regression analysis. The analysis was done by using SPSS Software. Inferential statistics were also used to make valid conclusions from the data.

4. Results and Discussions

The questionnaires were handed in physicist to the respondents in each of the selected bank branch offices. Questionnaires were hand-delivered to respondents at each selected bank branch. A total of 343 questionnaires were distributed, of which 310 people completed the questionnaires, with a recovery rate of 90%.The data were analyzed using the contemporary SPSS statistical software. Pearson correlations were carried out to verify the correlations between emotional intelligence and organizational commitment. Multiple linear regressions had been performed to examine the relationship of importance in learning about the model.

4.1 Correlation and Regression Analysis

4.1.1 Correlation between EI of Managers and OC of Employees

The results showed that there was a moderate and positive correlation between emotional intelligence and organizational commitment $r(310) = .454, p < .05$. The results showed a moderate and positive relationship between emotional intelligence and organizational commitment, $r(310) = .454, p < .05$. This seems to demonstrate that leaders who tend to demonstrate an appropriate level of emotional intelligence will be able to increase employees' organizational commitment to the organization. The results are shown in Table 1

Table 1: Correlation analysis between emotional intelligence and organization's commitment

		Organizational Commitment
Emotional Intelligence	Pearson Correlation	.454**
	Sig. (2-tailed)	.000
	N	310

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

4.1.2 Regression Analysis between Emotional Intelligence and Organizational Commitment

The regression results are presented in the form of model summaries, regression, analysis of variance, and regression coefficients.

4.1.2.1 Regression Model Summary

The model summation results presented in Table 2 show that emotional intelligence explained 20% of organizational commitments of employees in public and private banks in Ethiopia ($R^2 = .206$).

Table 2: Model summary of emotional intelligence on organizational commitment

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.454 a	.206	.203	13.217	.206	79.849	1	308	.000

a. Predictors: (Constant), EI

4.1.2.2 Regression ANOVA

Regression ANOVA shows that emotional intelligence has a significant effect on organizational commitment $F(1, 13948.992) = 79.849, p < .05$, as shown in Table 3. This means that the constructed regression model is suitable for predicting the outcome variable of how emotional intelligence affects the organizational commitment of Ethiopian public and private bank employees.

Table 3: Regression ANOVA of emotional intelligence on organizational commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13948.992	1	13948.992	79.849	.000 ^b
	Residual	53805.279	308	174.692		
	Total	67754.271	309			

a. Dependent Variable: OC

b. Predictors: (Constant), EI

4.1.2.3 Regression Coefficient of Emotional Intelligence

Table 4 shows the output of the regression coefficients. In the regression coefficient model, the analysis showed that emotional intelligence statistically predicted organizational commitment ($\beta = .210, (11.090) t = 8.936, p < .05$). Beta weights measure the importance of explanatory variables in the model and are positive for emotional intelligence, with a beta of 0.210, statistically significant at $p < 0.05$. This means that for every unit of increase in emotional intelligence, the unit of organizational commitment increases by 0.210.

Table 4: Coefficients of emotional intelligence on organizational commitment

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.088	2.983		11.090	.000
	EI	.210	.024	.454	8.936	.000

a. Dependent Variable: OC

From the coefficient table, the values of the regression model were derived:

The general form of the regression model used to be:

$$Y = \beta_0 + \beta_i + E$$

β_0 = Constant; β_i = emotional intelligence and E=Error term.

From the coefficient table, emotional intelligence influences organizational commitment among employees in banks in Ethiopia.

$$Y = 33.088 + .210X + .024$$

The multiple linear regression analysis was used to test if emotional intelligence significantly predicted organizational commitment among employees in banks in Ethiopia. The results revealed emotional intelligence explained 20% of organizational commitment ($R^2 = .206, F(1, 13948.992) = 79.849, p < .05$) while the remaining 80% of organization commitment was explained by other factors. Furthermore, emotional intelligence significantly predicted organizational commitment ($\beta = .210, (11.090) t = 8.936, p < .05$). Hence, the study accepted the alternate hypothesis, H_{a1} : There is a significant relationship between emotional intelligence and organizational commitment.

4.1.3 Correlation between EI and Dimensions of OC

The correlations between emotional intelligence and the three dimensions of organizational commitment (affective, continuance, and normative) are shown in Table 5.

Correlation analysis was used to examine the relationship between emotional intelligence and effective, continuance, and normative commitment. Results showed moderate and positive correlations between emotional intelligence and affective, continuance and normative commitment, $r(310) = .391, p < .05$; $r(310) = .314, p < .05$ and $r(310) = .415, p < .05$ respectively. All these results seem to demonstrate that leaders who tend to demonstrate appropriate levels of emotional intelligence will be able to increase employees' organizational commitment to the organization. The results are shown in Table 5.

Table 5: Correlation analysis between emotional intelligence and dimensions of OC

Correlation analysis		
Emotional Intelligence		Affective Commitment
	Pearson Correlation	.391**
	Sig. (2-tailed)	.000
	N	310
Emotional Intelligence		Continuance Commitment
	Pearson Correlation	.314**
	Sig. (2-tailed)	.000

	N	310
Emotional Intelligence		Normative Commitment
	Pearson Correlation	.415**
	Sig. (2-tailed)	.000
	N	310

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

4.1.4 Regression analysis between EI and Dimensions of OC

Regression analysis was performed to determine the extent to which emotional intelligence affects dimensions of organizational commitment (affective, continuance, and normative commitment) among Ethiopian public and private bank employees. Multiple linear regressions were used to predict affective, continuance, and normative commitment of Ethiopian bank employees from managers' emotional intelligence.

The regression results are presented in the form of model summaries, regression, analysis of variance, and regression coefficients.

4.1.4.1 Regression Model Summary of EI and Affective Commitment

4.1.4.1.1 Regression Model Summary of EI and AC

The model summation results presented in Table 6 show that emotional intelligence explained 15% of affective commitments of employees in public and private banks in Ethiopia (R²) = **0.153**.

Table 6: Model summary of emotional intelligence on affective commitment

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.391 ^a	.153	.150	6.095	.153	55.729	1	308	.000

a. Predictors: (Constant), EI

b. Dependent Variable: AC

4.1.4.1.2 Regression ANOVA

Regression analysis of variance showed that emotional intelligence had a significant effect on affective commitment F (1, 2070.459) = 55.729, p<.05), as shown in Table 7. This means that the constructed regression model is suitable for predicting the outcome variable of how emotional intelligence affects the affective commitment of Ethiopian public and private bank employees.

Table 7:Regression ANOVA of emotional intelligence on affective commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2070.459	1	2070.459	55.729	.000 ^b
	Residual	11442.860	308	37.152		
	Total	13513.319	309			

a. Dependent Variable: AC

b. Predictors: (Constant), EI

4.1.4.1.3 Regression Coefficient of Emotional Intelligence

Table 8 shows the output of the regression coefficients. In the regression coefficient model, the analysis showed that emotional intelligence statistically predicted affective commitment ($\beta = .081, (8.340) t =$

7.465, $p < .05$). Beta weights measure the importance of explanatory variables in the model and are positive for emotional intelligence, with a Beta of 0.081. Statistical significance at $p < .05$. This means that for every one-unit increase in EQ, the affective commitment unit increases by 0.081.

Table 8: Coefficients of emotional intelligence on affective commitment

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.475	1.376		8.340	.000
	EI	.081	.011	.391	7.465	.000

a. Dependent Variable: AC

From the coefficient table, the values of the regression model were derived:

The general form of the regression model used to be:

$$Y = \beta_0 + \beta_1 X + E$$

β_0 = Constant; β_1 = emotional intelligence and E = Error term.

From the coefficient table, emotional intelligence influences affective commitment among employees in banks in Ethiopia.

$$Y = 11.475 + .081X + .011$$

The multiple linear regression analysis was used to test if emotional intelligence significantly predicted affective commitment among employees in banks in Ethiopia. The results revealed emotional intelligence explained 15% of affective commitment ($R^2 = .153$, $F(1, 2070.459) = 55.729$, $p < .05$) while the remaining 85% of affective commitment was explained by other factors. Farther, emotional intelligence significantly predicted affective commitment ($\beta = .081$, (8.340) $t = 7.465$, $p < .05$). Hence, the study accepted the alternate hypothesis, H_{a2} : There is a significant relationship between emotional intelligence and affective commitment.

4.1.4.2 Regression Model Summary of EI and Continuance Commitment

4.1.4.2.1 Regression Model Summary of EI and CC

The model summation results presented in Table 9 show that emotional intelligence explained 10% of continuance commitments of employees in public and private banks in Ethiopia ($R^2 = .098$).

Table 9: Model summary of emotional intelligence on continuance commitment

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	F
1	.314 ^a	.098	.096	5.173	.098	33.625	1	308	.000	

a. Predictors: (Constant), EI

b. Dependent Variable: CC

4.1.4.2.2 Regression ANOVA

Regression analysis of variance showed that emotional intelligence had a significant effect on continuance commitment $F(1, 899.859) = 33.625$, $p < .05$), as shown in Table 10. This means that the constructed regression model is suitable for predicting the outcome variable of how emotional intelligence affects the continuance commitment of Ethiopian public and private bank employees.

Table 10: Regression ANOVA of emotional intelligence on continuance commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	899.859	1	899.859	33.625	.000 ^b
	Residual	8242.515	308	26.761		
	Total	9142.374	309			

a. Dependent Variable: CC

b. Predictors: (Constant), EI

4.1.4.2.3 Regression Coefficient of Emotional Intelligence

Table 11 shows the output of the regression coefficients. In the regression coefficient model, the analysis showed that emotional intelligence statistically predicted continuance commitment ($\beta = .053, (11.217) t = 5.799, p < .05$). Beta weights measure the importance of explanatory variables in the model and are positive for emotional intelligence, with a beta of 0.053, statistically significant at $p < 0.05$. This means that for every unit of increase in emotional intelligence, the unit of continuance sustained commitment increases by 0.053.

Table 11: Coefficients of emotional intelligence on continuance commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.098	1.168		11.217	.000
	EI	.053	.009	.314	5.799	.000

a. Dependent Variable: CC

From the coefficient table, the values of the regression model were derived:

The general form of the regression model used to be:

$$Y = \beta_0 + \beta_1 X + E$$

β_0 = Constant; β_1 = emotional intelligence and E = Error term.

From the coefficient table, emotional intelligence influences continuance commitment among employees in banks in Ethiopia.

$$Y = 13.098 + .053X + .009$$

The multiple linear regression analysis was used to test if emotional intelligence significantly predicted continuance commitment among employees in banks in Ethiopia. The results revealed emotional intelligence explained 10% of continuance commitment ($R^2 = .098, F(1, 899.859) = 33.625, p < .05$) while the remaining 90% of continuance commitment was explained by other factors. Furthermore, emotional intelligence significantly predicted continuance sustained commitment ($\beta = .053, (11.217) t = 5.799, p < .05$). Hence, the study accepted the alternate hypothesis, H_{a3} : There is a significant relationship between emotional intelligence and continuance commitment.

4.1.4.3 Regression Model Summary of EI and Normative Commitment

4.1.4.3.1 Regression Model Summary of EI and NC

The model summation results presented in Table 12 show that emotional intelligence explained 17% of normative commitments of employees in public and private banks in Ethiopia ($R^2 = .172$).

Table 12: Model summary of emotional intelligence on normative commitment

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.415 ^a	.172	.170	5.320	.172	64.132	1	308	.000

a. Predictors: (Constant), EI

b. Dependent Variable: NC

4.1.4.3.2 Regression ANOVA

Regression ANOVA shows that emotional intelligence has a significant effect on normative commitment $F(1, 1815.262) = 64.132, p < .05$ as shown in Table 13. This means that the constructed regression model is suitable for predicting the outcome variable of how emotional intelligence affects the normative commitment of Ethiopian public and private bank employees.

Table 13: Regression ANOVA of emotional intelligence on normative commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1815.262	1	1815.262	64.132	.000 ^b
	Residual	8717.980	308	28.305		
	Total	10533.242	309			

a. Dependent Variable: NC

b. Predictors: (Constant), EI

4.1.4.3.3 Regression Coefficient of Emotional Intelligence

Table 14 shows the output of the regression coefficients. In the regression coefficient model, the analysis showed that emotional intelligence statistically predicted normative commitment ($\beta = .076, (7.090) t = 8.008, p < .05$). Beta weights measure the importance of explanatory variables in the model and are positive for emotional intelligence, with a beta of 0.076, statistically significant at $p < 0.05$. This means that for every one-unit increase in emotional intelligence, the unit normative commitment increases by 0.076.

Table 14: Coefficients of emotional intelligence on normative commitment

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.515	1.201		7.090	.000
	EI	.076	.009	.415	8.008	.000

a. Dependent Variable: NC

From the coefficient table, the values of the regression model were derived:

The general form of the regression model used to be:

$$Y = \beta_0 + \beta_1 X + E$$

β_0 = Constant; β_1 = emotional intelligence and E = Error term.

From the coefficient table, emotional intelligence influences normative commitment among employees in banks in Ethiopia.

$$Y = 8.515 + .076X + .009$$

The multiple linear regression analysis was used to test if emotional intelligence significantly predicted normative commitment among employees in banks in Ethiopia. The results revealed emotional intelligence explained 17% of normative commitment ($R^2 = .172, F(1, 1815.262) = 64.132, p < .05$) while the remaining 83% of normative commitment was explained by other factors. Further, emotional

intelligence significantly predicted normative commitment ($\beta = .076, (7.090) t = 8.008, p < .05$). Therefore, the study accepted the alternate hypothesis, Ha4: There is a significant relationship between emotional intelligence and normative commitment.

5. Conclusion and Recommendation

The findings of this research prove that there is a significant relationship between the emotional intelligence of managers and three components of organizational commitments of employees. The leaders'/managers' who had higher levels of emotional intelligence displayed higher degrees of normative, affective, and continuance commitment to the organization where they were employed; therefore, the alternative hypothesis that there is a significant relationship between emotional intelligence and three components of organizational commitment was accepted. These findings are supported by Carmeli (2003); Nadri and Sodani (2010); these studies have identified relationships between emotional intelligence and the affective, continuance, and normative components of organizational commitment. The results of this study show a positive and statistically significant relationship of emotional intelligence to the components of organizational commitment hence proving this notion that managers who possess higher degrees of emotional intelligence are effectively attached to the employing organization, develop good working relationships, are tolerant when facing emotional labor or emotional pressure and can handle the odd feelings and emotions without losing temperament. Bearing in mind the findings of this study, it is also recommended that organizations measure the level of emotional intelligence of potential candidates when recruiting or promoting new managers. Additionally, they should organize seminars and workshops on emotional intelligence for their managers and the like to inspire organizational commitment in subordinates.

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