

An Application on Organisational Commitment and Emotional Intelligence

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Abstract: In today's conditions, organisations are aware that it is not enough to satisfy customer needs and needs in order to make a difference and that the internal customer must be satisfied for continuous satisfaction and continuity. In this context, they think that the human resources in their organisations play the most important role.

Organisational commitment is often expressed as a psychological attachment of employees to workplaces, and it can be thought that employees in a deeper sense embrace workplaces and do not want to leave.

The intelligence phenomenon, which is examined in one dimension in the 20th century, has been confronted with the emotional intelligence dimension especially after 1990's. Especially in recent years both in the field and in academic studies, we encounter despair, intolerance and so on. Many emotional disturbances are caused by confusion. If the type of discomfort is increasing, the number of uncomfortable individuals brings with it negative behaviours such as anger and hopelessness. When individuals are thought to spend more time in their workplace than their homes, all this negativity influences the feelings and thoughts of the individual rather than the job.

Keywords: emotional Intelligence

Literature

Organisational commitment: Today, all consumer groups tend to add personality to business life (Balay, 2000: 15). In order for the organisations to continue their lives, those who are useful must stay in the organisation. One of the most important factors in the organisation is the strength of the organisational commitment of those who work in an organisation. Organisations that want to keep their employees, raise wages, promote, offer incentives, etc. Methods. Those who have organisational commitment work in a harmonious, easy-to-reach, productive, loyal, and high sense of responsibility, which reduces their costs to the degree that they are to be considered (Balci, 2003: 25)

The approach that believes commitment to organisations is necessary is to argue that the competence of all workers can be increased but that the only key concept of success is not that they will be reluctant to work with lowly committed workers even if they are high. Employees with a high organisational commitment are interested in the meaning of the job instead of the economic cause of work with emotional attachment (Ulrich, 1998: 16).

In order to understand the link, it is necessary to first understand the motivation of the individual based on mutual intuition (O'Reilly & Chatman, 1986: 495). Organisational management should consider all business people like an orchestra. In an orchestra it is not enough that the individual instruments are good. They have to be a whole in harmony. In the same way, management, all the workers in an organisation,

and even all the resources outside the human power, should be used in a careful and effective manner (Özdemir, 2000: 183).

It is not possible to associate individuals with formal adaptation or instrumental rewards (Katz and Khan, 1977: 180). According to Webb and Sherman (1989), this kind of commitment is merely the alienation of individuals in the form of self-cooling. Indicating that these individuals have received almost no individual satisfaction from the activities they perform, he adds that these individuals are guided by their external awards and that these individuals may be happy or satisfied with instrumental concepts such as money (Akt Pehlivan, 2000: 48).

Personnel who are present in an organisation are likely to be unable to do their job properly, even if they are selected in terms of quality and supported by training. In order to achieve a more fruitful result, the personnel must be motivated for production as well as all these merits (Balci, 2003: 2). All systems have the desire to continue their life by producing products (Başaran, 2000: 25). Regardless of the product goods service or thought, the quality of the production process and the fact that the workers are sufficient for production are in a relationship with one another. The said qualification; (Pehlivan, 2000: 197) is a concept that includes the knowledge, attitude, and skill of the person who will make the production. For a good production process, it is not just about focusing on competence. Producing with a team that is competent for production but not knitting will be like a match played by very good footballers who do not work synergistically with each other. The better the players on the team, the more

successful they can be without team play (Ulrich, 1998: 18).

Many definitions of organisational commitment have been tried. However, it is accepted that the concept still contains many complexities. One of the important reasons for this is sociology, psychology, organisational behavior, and so on. Many disciplines have to examine the subject according to their own specialties (İnce and Gül, 2005). Organisational commitment according to some of these definitions;

It is the strength of the internal customer's feelings towards knitting (Bayram, 2005: 125), Not only is the employer a loyal one, it is a process in which the whole organisation's well-being is thought and expressed by the inner customer's efforts for continuous success (Celep, 2000: 52)

Individuals should take back their interests and see the interests of the organisation in the forefront (Özsoy, 2000: 15).

Identification of the organisation with the internal client and acceptance of the goals and principles belonging to the organisation, making efforts for their realization and continuing their desire to work in the organisation (Desert, 2004: 6).

Psychological histories of the individual's knitting (O'Reilly & Chatman, 1986: 493).

They are circuits based on different reward systems for loyalty while performing roles and duties of existing persons in the organisation. (Katz and Hkan (1977: 58).

The organisation has maximised its will to believe in its aims and values, reveal everything for the organisation, and ultimately maintain its presence in the organisation (Swalies, 2002: 160).

It is the acceptance of the institutional values and aims of the individuals, the effort in this direction and the inability to stay in the institution (Durna & Eren, 2005: 210).

Many definitions of commitment have focused on instrumental commitment. However, organisational commitment seems to be somewhat more than instrumental commitment, that the individual voluntarily comply with the order and expectation to reach its goal and achieve its goals, to make an effort beyond what is expected, and to try to stay in the organisation. Knit-tied people act in an internally motivated way, and the concept of reward for these individuals comes from their internal success (Balay,

2000: 2). The common point of many studies is that organisational commitment is based on two bases; Behavioural Commitment and Commitment (Brown, 1992: 37). In the early years, the concept of commitment was referred to as behaviour, but it was not appropriate to examine the work with only the "behaviour" dimension, as it was determined that the concept of commitment in many different dimensions was present over time. The criticism of the behavioural dimension brought together the concept of "attitude behaviour". Even in some studies in the literature, this approach, called "commitment", has been described as the continuity of a positive attitude towards knitting (Guest, 1944, Akt Kaptanoğlu, 2016: 104). There are many authors in the literature who deal with the concept of commitment with both attitudes and behaviour (Jacoby and Kyner, 1973, Dick and Basu, 1994, Akt, Kaptanoğlu 2016, 105).

Many studies in the literature suggest that the qualities of organisational commitment are different (Allen and Meyer, 1990: 3). Some of these studies and organisational commitment classifications are as in Table 1 The common feature of all forms of commitment in the table is that they reflect a psychological context that affects employees' decisions to leave or stay organized from the organisation they are in (Obeng and Ugboro, 2003: 84). Employees experience varying degrees of attachment in psychological terms (Wasti, 2003: 303).

Emotional Intelligence: Intelligence has been described as "a general power" since ancient Greece. This concept, which is at least as complex as humanity over time, has been described by many different authors in many different disciplines. Some of these definitions are as follows; Intelligence involves the process, content and product (Guilford 1976), intelligence is the perception of the external world in a narrow sense (Binet, 1960, Aktan Karagüven, 2105: 190). Intelligence can solve the problem (Gardner, 2002: 73), intelligence is to be able to act appropriately for the individual's purpose, to think logically and to discuss effectively with the environment (Wechsler, , 1940, actor Dogan & Şahin, 2007: 233), intelligence is both the ability to solve both the meaning and the problems that need to use symbols (Garret & Young, 2009: 210). If it is defined in general, intelligence; The ability to grasp the existing situation, problem solving, to take a step in the future by connecting with the past and carrying out reasoning.

Table 1. Organisational Commitment Classifications

Ezotoni Classification (Balay, 2000)	<p>Moral commitment; When individuals pursue social goals they are more connected to the knitting. As the goals of the organization are internalized, positive positive commitment is increasing.</p> <p>Accountant loyalty; Based on the exchange between the members of the organization. The internal customer depends on the values they have added to the knitting because they will be rewarded.</p> <p>Alienation commitment; The individual does not have knitting</p> <p>Adaptation commitment; There is a commitment to certain prizes, not values to be shared.</p>
O'Reilly & Chatman Classification (1986)	<p>Identity dependency; The other organization is a commitment to establish a permanent relationship with the individuals. The individual becomes a member of a group.</p> <p>Internalization commitment; This kind of commitment, which is based on the harmony between individual and organizational values, arises when the values of the individual's inner world are in harmony with the values system of other individuals.</p> <p>Harmony; It is a superficial adherence. The first step of commitment is alignment based on outcome, expectation of reward or fear of punishment.</p>
Balci Classification (2003)	<p>Identification; The second step in commitment is the identification of the individual in the identification process and the desire to maintain contact with other individuals. In this kind of emotional-based commitment where the individual is identified with the organization and is in one whole, the individual accepts the success and failure of the organization as if it were his own.</p> <p>Internalization; According to Balci, the values of individuals and organizations in this kind, which are the last step of commitment, are in mutual harmony, especially the organizational values affect the attitude and behavior of the individual. The individual accepts all values and norms belonging to the organization without any constraint.</p>
Katz ve Khan Classification (1977)	<p>The circuits mentioned in Katz and Khan's definition of organizational commitment are associated with two separate concepts, narrative and instrumental. The narrative circuit is the internal awards and the instrumental circuit is the external awards.</p>
Wiener Classification (1982)	<p>Instrumental commitment; Is a commitment to the individual's own interests based on the calculator and individual wage. There is a harmony between individual and organizational values, which reveals the "organizational identity" process.</p> <p>Organizational commitment; The organization satisfies some of the guiding principles of the individual and expects to contribute to it.</p>
Allen ve Meyer Classification (1990)	<p>Emotional Commitment; It is the pleasure that one has for being in the organization because of the compromise between the values of the individual and the organization. In this loyalty, people support their goals heartily.</p> <p>Normative commitment; Causes the socialization of the individual to dedicate himself to the institution.</p> <p>Continuous commitment; Is due to the desire to stay in the organization as a result of individual investors' investment in knitting.</p>
Penley & Gold Classification (1988)	<p>Classification based on the model of esotony is directed towards the adaptation systems of the organizations and the individual orientation to this system. Loyalty in classification is considered in three sub-dimensions; Moral devotion, beneficent devotion and alienating devotion (akt. Özyer & Alici, 2015).</p>
Kanter Classification (1968)	<p>Loyalty has been examined in 3 sub-dimensions; Continuity is the commitment to union, unity, ie, commitment and control. (Akt. Çağdaş et al., 2013)</p>

From the ancient Greek period to the present day, the conflict of reason and sensation has been discussed at a considerable level, and in general, the rule of reason has been reinforced (Ataberk, 2000: 55; Mayer & Salovey, 1993: 435). Especially in the Christian philosophy, ideas have been developed that feelings are harmful to the individual, evil. It is believed that in the Renaissance, the mind and the good are symbolised, the feelings are weak and must be controlled in absolute terms. This thesis has adopted the philosophy that the first advocating ancient Stoics are associated with the destruction of emotions. Aristotle advocated the view that emotion is only accompanied by consciousness (Konrad & Hendl, 2003: 62), while Platon from the following Greek philosophers must be led by reason. With these beliefs, the philosophy of rationalism has been tried to be put into consciousness of people. As a result of developments in the science of psychology, emotions began to be studied in the process. However, even today, the sensation of emotional affection that has been felt from time to time weakens the individual has not been prevented and sovereignty has continued (Freshman & Rubino, 2002: 3).

The basis of the concept of emotional intelligence lies in the social intelligence model. Controlling the year 1920 by Thorndike The concept of social intelligence that was introduced in years was defined as a feature that distinguishes the ability of others to understand their emotions from general intelligence (act Edizler, 2010: 2973). The writer suggests that mechanical intelligence is the ability to understand the mechanics, the physical symbols of abstract intelligence, and the social intelligence to have emotions. (Newsome et al., 2000: 1006). Over time, the concept of social intelligence was developed by Gardner into the concept of multiple intelligences. According to Gardner, multiple intelligences are composed of individual intelligences among individuals. Individual intelligence is the ability to understand one's own feelings, and intelligence among individuals is the intelligence to sense individual feelings and attitudes of individuals in order to conform to today's concept of emotional intelligence (Wong & Law, 2002: 245).

The intellectual sovereignty that continued until the beginning of the 1900s had gradually lost its old power and began to be questioned by the individual as the industrial revolution was closed and modernised. Especially in 1960, people living in Europe and North America started social events and started to put their initial reactions into the rationality of society. At the beginning of the 1990s,

Mayer and Salovey conducted studies on the mental ability of emotional abilities. One of the important steps in examining the concept of emotional intelligence, which has become important for many disciplines over time, is by writing a book entitled "Why Emotional Intelligence is Important from IQ" by Goleman (1995).

The definition of intelligence is usually explained in the literature by concepts such as learning, understanding and coping with common situations. Emotional intelligence, first described by Salovey and Mayer in three sub-dimensions (Mayer & Salovey 1993: 436), defined as the ability to understand other individuals' feelings and emotions, and emotionally modulated, The ability to integrate and use it in new situations and events can be defined as intelligence (Lam and Kirby, 2002: 135). The ability to express emotional intelligence emotion correctly includes skills such as integrating emotions into the cognitive processes and understanding the effects on various situations (Lam and Kirby, 2002: 135; Lyons and Schnider, 2005: 694). Revuen Bar-On used the term "emotional department" in the literature to describe emotional intelligence (Bar-On, 2001: 85), and described emotional intelligence as the ability of individuals to understand emotions with others and to easily cope with sudden situations, . Emphasis on the fact that emotional intelligence is an influence on problem solving is also included in the study of Mayer and Salovey (1993: 434). While describing emotional intelligence, some authors have enriched the concepts of the individual's understanding of himself and others. In the definition of Goleman, emotional intelligence exists and the individual can enrich his / her emotions and life (Goleman, 1995: 52). Rauven Bar-On mentions emotional, social sufficiency and skilfulness in the definition of emotional intelligence (Bar-On, 2001: 85).

Emotional Intelligence and Organisational

Commitment: Many studies have been done in literature about the role of emotions in business. In many cases, writers have come to the conclusion that the emotional and organisational experience is intertwined and that the emotional state of the internal customer should be emphasized (Ashforth & Humphrey, 1993: 90). It has been revealed that the inner happiness of the client is also related to emotional intelligence as much as the level of intellectual intelligence. Some organisations include emotional intelligence in employee development programs (Schwartz, 2000: 297). Emotional intelligence is a measure of work performance in organisations (Cooper and Sawaf, 1997: 28), job satisfaction and absenteeism (Gates, 1995: 100),

competitiveness and success (Goleman, 1995: 76) (Magerian & Sosik, 1996: 33). Emotional intelligence is also very effective on managerial practices (Cooper and Sawaf, 1997: 28).

The development and emergence of the concept of emotional intelligence has come about with the detection of individuals who have high scores in most IQ-like tests failing in real life. Emotional intelligence is an important factor that improves the communication within the organisation, as well as the ability of individuals to measure organisational performances, to influence achievement, leadership skills and leadership skills (Petrides & Furnham, 2000: 315).

The concept of emotional intelligence is used as a performance criteria to fulfill performance in organisation. Communication, decision making, etc. of emotional individuals. Have an important role in all their behaviour. So the way to be a good team is to manage emotions well (Cooper and Sawaf, 1997: 30). According to the socioanalytic approach of Hogan and Roberts (2000), emotional intelligence is related to the motivation to understand others well and to get along well with them. This requires a social skill. The betting directly affects the performances of the internal client with social skills in this sense (akt Gurbuz & Yüksel, 2008: 176). Wong and Law (2002: 245) noted that positive emotional intelligence turned to high performance and that emotional

intelligence was related to emotional management, and that these individuals were also in a trend to increase their performance in order to get rid of the negative effects.

It has been proven in many studies that there is an interaction between emotional intelligence and job performance or learning in the same way (Dulewicz & Higgs, 1998: 342; Weisinger, 1998: 73-74; Sue-Chan & Latham, 2004; Carmeli & Josman, 2006: 405). Dulewicz and Higgs found that organisational success was revealed by 36% IQ with 36% emotional intelligence. Sue-Chan and Lantham have come to the conclusion that emotional intelligence is an important factor that determines the manager's business performance, and Wong and Law are the determinants of sales representative performance.

Over time, many authors have developed models for the concept of emotional intelligence. Some of them are as in Table 2.

Recently, many literature studies on emotional intelligence have been made. Particularly in studies between 2000 and 2002, the structure of emotional intelligence, which multiplied by the number of bones, is examined. Some of the work-related performance studies at work can be summarised in Table 3 as follows.

Table 2. Emotional Intelligence Models

Mayer ve Salovey Model (1993)	According to the model created in 1993, authors have argued that emotional intelligence forms the basis for problem solving ability by understanding the individual's own emotions. The authors who made their first work on this field in 1990 studied emotional intelligence in four sub-dimensions. These; Understanding emotions, assimilating, understanding mixed emotions and managing emotions.
Rauven Bar-On Model (2001)	The author model is designed to measure the impact of emotional intelligence on the success of individuals. The model also includes cognitive intelligence factors, and these factors defend the existence of more effective factors in intelligence, which argues that the individual uses them in situations that can not cope with cognitive intelligence in their daily lives. The author is also the person who brought emotional intelligence to the first measurement. The model examined emotional intelligence in five subcategories. These; Personal awareness, interpersonal relations, adaptation to environment, stress management and general mood.
Goleman Model (1995)	The model that was revealed in 1995 emphasized that emotional intelligence is more important than standard intelligence for success. Emotional intelligence in the model is examined in five sub-dimensions. These; Self consciousness, managing emotions, empathy, being able to motivate oneself and social skills.

Table 3. Studies on Emotional Intelligence and Business Performance

Mayer vd. 1999	It has been found that emotional intelligence increases linearly with age, emotional intelligence of women is higher, there is a direct relationship between empathy, verbal intelligence and emotional intelligence.
Ciarrochi vd. 2000	A study of over 120 people found that emotional intelligence of women was higher than that of men, close to the results of Mayer and colleagues, empathy, outward orientation and self-esteem, and a significant relationship between quality of life and emotional intelligence.
İşmen, 2001	It has been found that there is a negative relationship between emotional intelligence and problem solving ability in the study conducted on 225 people.
Acar; 2002	In the study of 181 executives, it was determined that the leadership behaviors of individuals participating in the study were related to emotional intelligence, and that the leadership oriented behaviors were related to the general mood state and compliance.
Jordan vd., 2002	Groups of 3 to 7 individuals were formed in 448 participants. A new environment for developing emotional intelligence was created in employees' workplaces. During the nine-week study, groups were assigned different tasks and were asked to hold meetings. After the end of the meeting, the performance of the groups was measured and the 15 groups with the highest and lowest emotional intelligence were compared with each other. It has been determined that the performance values of the groups with high emotional intelligence are getting higher and the performance of the other group with low performance at the beginning of working in the same way increases with time.
Lopes vd. 2003	Emotional intelligence has been determined to be the determinant of success in the organization.
Arıcıoğlu, 2002	In 2002, the relationship between managerial success and emotional intelligence was examined. It was emphasized that emotional intelligence should be measured without choosing an administrator as the result of the research.
Gürbüz ve Yüksel, 2008	In the study conducted in 2008, when the effect of emotional intelligence on job performance was measured, the result of emotional intelligence increased as 494 people increased in age.

Research Method And Hypothesis: The following hypothesis was tested in the study.

H1. Employees with high emotional intelligence also have high organisational commitment.

Questionnaire was used as data collection method in the study. A total of 160 questionnaires were applied. The data were analysed according to the current 157 questionnaire results. In the first part of the questionnaire there are questions about demographic characteristics. In the first part, questions were asked about the demographic characteristics of each staff member in terms of working time in the organisation. In the second part, there are questions about emotional intelligence. In the last part of the questionnaire, questions about measuring organisational commitment were included. Correlation analysis and independent t-test were applied to collected data. The analysis of the wages was measured by the SPSS 2.0 statistical test. An analysis of the reliability of the data revealed that the Cronbach's alpha coefficient was 0.722 and that the data were reliable.

Results

87% of the staff were male, 44.6% were female, 58.6% were married and 41.4% were single.

When we look at the age group distributions of the employees, it is observed that 68.8% of them are in the age range of 18-30, 22.3% are in the age of 31-50, and 8.9% are over 51 years old.

The greatest percentage of organisational working hours is 42-7%, with 11-20 years of work experience. 19-7% of workers in 1-5 years, 11.5% of employees in 1 year, 12.1% of employees in 6-10 years, and 14.0% of employees in 21 years.

54.8% of the personnel who participated in the survey stated that they wanted to change their business when they had the opportunity.

The test results were statistically significant in the analysis to determine whether the staff with high emotional intelligence had higher organisational commitment. The H1 hypothesis was accepted with the finding that there was a strong correlation between the two variables in the meaningful direction.

Table 4. Distribution of Personnel by Gender

Gender	Male	Female
Number	87	70
Percentage	%55,4	%44,6

Table 5. Distribution of Personnel according to their Marital Status

Marital Status	Married	Single
Number	92	65
Percentage	%58,6	%41,4

Table 6. Distribution of Personnel by Age Groups

Age	18-30	31-50	51 Ve Üstü
Number	108	35	14
Percentage	%68,8	%22,3	%8,9

Table 7. Distribution of Personnel in Organisation by Working Periods

Work Status	Less Than 1 Year	1-5 Years	6-10 Years	11-20 Years	More Than 21 Years
Number	18	31	19	67	22
Percentage	%11,5	%19,7	%12,1	%42,7	%14,0

Table 8. Distribution of the Personnel who wants to change their jobs

Job Change	Yes	No
Number	86	71
Percentage	%54,8	%45,2

Table 9. Correlation Results of Relationship Between Emotional Intelligence and Organisational Commitment

	Average	Standart Deviation	r	p
Emotional Intelligence	136,6	71	0,375	0,001
Organizational Commitment	78,28	%45,2		

Results: Among the resources that organisations have, labor / human power is one of the most important resources, and organisations have to do a lot of work in order to increase their productivity. Every work on human power is an indispensable step for entropy.

Besides, it is an inevitable instinct to be successful for the individuals and to be accepted by the society. Only IQ is not enough for success and harmony. Standard intelligence as well as the high level of emotional intelligence are two important keys to success and harmony.

One of the important factors that has helped organisations to increase their success and productivity is that they continue their business without thinking about leaving the job as a knot.

The more the staff is connected to the workplace, the stronger the workplace will be.

As can be seen from the study results, those who have high emotional intelligence have high organisational commitment. These individuals are individuals with different perspectives who have a high level of empathy and social skills and who understand and interpret their own feelings and feelings of other individuals, and become more connected over time, adapting the organisation's goals, aims and characteristics. So the more emotional intelligences are, the higher the happiness rates are in places where they work.

Organisational managers should also take into account similar emotional and social competences in the selection of new employees, taking into

account similar work, making emotional intelligence work within the organisation.

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