



EMOTIONAL INTELLIGENCE AND FAMILY RELATIONSHIPS AS PREDICTORS OF ORGANIZATIONAL COMMITMENT AMONG NON-TEACHING EMPLOYEES OF NNAMDI AZIKIWE UNIVERSITY, AWKA

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ABSTRACT

The study examined emotional intelligence and family relationships as predictors of organizational commitment among non-teaching employees of Nnamdi Azikiwe University, Awka. Participants for the study were 299 females (196, 65.2%) and males (103, 34.8%) who volunteered as non-teaching employees between the ages of 24 -58 years, mean age of 37.57 years, and a standard deviation of 9.20 years. Three instruments were deployed for data collection; organizational commitment, scale emotional intelligence scale, and index of family relations scales. Multiple regression analysis enter method was deployed for data analysis and the results positively and significantly predicted both hypotheses one and two. It was concluded that both emotional intelligence and family relationships were significant predictors of organizational commitment and recommendations were made accordingly

Keywords: *Family Relationships, Emotional Intelligence and Organizational Commitment, Non-Teaching Employee*

Employers have claimed that the majority of workers in a variety of workplace groups are not motivated by the objectives of the company. Therefore, these actions can have a detrimental effect on these organizations' ability to survive. Some employees have a bad tendency of showing up late for work, hanging about doing nothing, reporting being sick most of the month, and attending funerals several times in one month. It seems that

the majority of national, international, and private sectors are now worried about how to ensure that employees are committed to the company's objectives. Perhaps this is what has sparked new interest in organizational commitment research over the past 20 years. Employers of labour undoubtedly believe that these actions may be at odds with an organization's objectives. Due to such hostile attitudes, the majority of companies have either dissolved or

performed below expectations. While others have actively engaged in hiring new workers to replace those who either resigned freely or had their employment terminated. These findings may also be commonplace among Nnamdi Azikiwe University, Awka, non-teaching staff members. This context serves as the basis for the examination's motivation of "emotional intelligence and family relationship as predictors of organizational commitment among non-teaching employees of Nnamdi Azikiwe University, Awka"

According to academics (Bentein et al. 2005; Meyer & Herscovitch 2001), organizational commitment is a psychological stabilizing or obliging force that ties a person to actions pertinent to the organization's target and a form of loyalty to the organization (Lamber, 2004). Organizational commitment is one of the ideas in industrial/organizational psychology that is most commonly examined, according to organizational psychology literature (Antony, 2013). The potential of this field to predict a range of organizational outcomes, including improved job performance, decreased turnover absenteeism rate, and improved organizational citizenship behavior, was noted as one of the factors for renewed research in this area over the past two decades (Andrade & Neves, 2022; Antony, 2013). Numerous studies have looked at commitment under several synonyms, including cohesion, teamwork, loyalty, and spirit of corps (Festinger et al, 1980). The side-bet idea

developed by Becker in 1960 was widely applied in research studies (Aghalari et al., 2021b; Antony, 2013; Bodjrenou et al., 2019; Shagholi et al., 2011; Zanabazar & Jigjiddorj, 2022). "Anything of importance that an employee has invested, such as time, effort, or money that would be lost or devalued at some cost to the employee if he or she left the firm," is referred to as a "side bet" (Wallace, 1997, p. 728).

According to the psychological viewpoint, there are three components to OC. These include (a) identification with the organization's ideals and aims, (b) willingness to exert a lot of energy to advance those goals, and (c) a strong desire to stay a member of the organization (Andrade & Neves, 2022; Hakim, 2021; Zanabazar & Jigjiddorj, 2022). Organizational commitment was first articulated in 1982, according to Mowday (1982). Increased performance effectiveness, productivity, and a decreased propensity to quit serving others are just a few advantages of organizational commitment at both the human and organizational levels (Cohen, 2003). For instance, previous research have shown a favorable correlation between individual and organizational commitment (Abdullah et al., 2021; Aghalari et al., 2021b, 2021a; Antony, 2013; Bodjrenou et al., 2019; Kacmar et al., 1999; Ke & Deng, 2018; Shagholi et al., 2011; Tayebi, n.d.). The capacity to understand one's own emotions as well as others' emotions is referred to as emotional intelligence (Davies et al, 1998, Zadeel



2008). The term was employed by a variety of academics to describe emotional awareness, accurate self-analysis, self-confidence, dependability, consciousness, flexibility, and invention (Bar-on & Parker, 2000, Goleman 2008). According to Goleman (1998), emotional intelligence is the ability to recognize our own feelings as well as those of others, to inspire oneself, and to effectively manage our emotions in both personal and interpersonal settings. The five main components of emotional intelligence are as follows: (self-awareness, self-regulation, motivation, empathy, and social skills).

Numerous studies, emotional intelligence and familial ties are related (Aghdasi et al., 2011; Alsayed, 2022; Tayebi, n.d.). The topics of family relationships and work-family issues, work-family enrichment, workplace spirituality, family-friendly human resource practices, family-supportive work environments, family responsibility, work-family balance, and social obligations have been inter-exchanged (Abdullah et al., 2021; Andrade & Neves, 2022; Ke & Deng, 2018; Omar et al., 2022; Peng et al., 2022; Ramadoss & E. Lape, 2014). It was noted that one of the causes of difficulties in family relationships is an imbalance between the demands of work and family responsibilities, which harms working women (Andrade & Neves, 2022; Ke & Deng, 2018; Ramadoss & E. Lape, 2014; Shoukat Malik Director & Ghafoor Awan, 2015).

Earlier studies focused on the influence of emotional intelligence, job performance, satisfaction, emotional commitment, occupational stress, and organizational commitment (Alismail 2022; Tayebi (2020), global and Elthssmey 2021). But no studies have established a linkage between emotional intelligence and organizational commitment of high school teachers. Similarly, studies provide linkage between work stress, communication, perceived organizational support, co-worker conflict, organizational citizenship behavior, work-family balance, social commitment, work-family conflict, gender family responsibility, and organizational commitment. No studies have provided linkages between family relationships and organizational commitment among teachers in High Schools (Abdulhi, et al 2021; Ke & Deng, 2018; Aghalari et al 2021). These gaps in knowledge are the motivation of the researchers in the present study “on emotional intelligence and family relationship as predictors of organizational commitment among secondary school teachers in Awka.”

A study on the impact of emotional intelligence on job satisfaction and organizational commitment in the context of the educational sector was reported by Alismail in 2022. The findings showed a significant positive relationship between organizational commitment and job satisfaction among employees and their emotional intelligence. Similar findings were

observed by Tayebi (2020) in a study on the connections between emotional quotient, emotional commitment, organizational commitment, and job satisfaction among staff members of the general department of physical education in the Mazandaran province. 50 people took part in the study. Pearson product-moment correlation and multiple regression analyses were used for statistics. The correlation between organizational commitment and emotional intelligence is found to be both favorable and substantial. The outcomes of Alismail in 2022 are in line with those of Tayebi (2020). A study on the impact of emotional intelligence on organizational commitment and citizenship behavior was published in Anthony et al. (2013). 115 executives from FCI OEN connections, Cochin, and Kerla participated in the study. Standard deviation and Pearson product-moment correlation are the statistics employed in the investigation. The findings suggested a beneficial link between organizational commitment and emotional intelligence. Additionally, the research of Anthony et al. (2013) is in line with that of Tayebi and Alismail (2022). (2020). The relationship between emotional intelligence and job happiness, performance, and organizational commitment among medical academic staff was examined by Gabal & Elhussiney (2020) in a similar study. 300 members of the medical faculty at Ain Shams University participated in the study. The findings showed a positive relationship between organizational commitment and

emotional intelligence. The findings of Gabal and Elhussiney (2020) are consistent with those of Anthony et al (2013), Tayebi, and Alismail (2022). (2020).

Another study on emotional intelligence and organizational commitment tested the mediating effects of job satisfaction and occupational stress, according to Aghdasi et al. (2011). There were 234 workers from an Iranian organization that took part in the study. The findings showed that occupational stress, job happiness, and organizational commitment are not directly or indirectly impacted by emotional intelligence. Letam (2017) published the results of a study on organizational commitment and emotional intelligence in three different industrial subsectors in River's state. Sixty-five (65) entrepreneurs took part in the study, and the statistics used were spearman's rank-order correlation. The findings indicated a favorable and significant relationship between organizational commitment and emotional intelligence (Aghdasi et al 2011 study are consistent with Gabal & Elhussiney (2020), Alismail (2022), Anthony et al (2013), and Tayebi (2020) and Gabal & Elhussiney (2020). Another study by Seyal&Afzaal (2013) examined the connections between emotional intelligence, organizational commitment, and work satisfaction using data from Brunei Darussalam academics. 90 academic staff members from a technical university in Brunei Darussalam took part in the study. The findings showed that job satisfaction



was predicted by organizational commitment and emotional intelligence. In 2019, Bodyrenon et al. published the results of a study on the causes of organizational commitment. an assessment of organizational and human issues. The findings indicated that there are many elements that influence organizational commitment, while environmental or external influences received less attention (family relationships). A study on perceived organizational support (a beneficial aspect of family relationships), workplace conflict, and organizational citizenship behavior: the mediating function of work-family conflict was reported by Andrade et al. in 2022. 164 healthcare professionals who worked in Portuguese facilities for the elderly participated in the study. Structural equation modelling served as the study's statistical method. The findings demonstrated a direct and indirect association between family relationships and organizational citizenship practices through a work-family conflict. This outcome is in line with what Bodyrenon et al. found (2019).

Work-family balance, which is a beneficial aspect of family relationships, has been studied as a multidimensional predictor of organizational commitment, according to Rumangkit and Zuriana (2019). 60 hotel staff members from Indonesia's Bandarlampung participated in the study. Multiple regression analysis was in statistics. Results showed that organizational commitment was favourably and strongly predicted

by work-family balance. These results are in line with those of other researchers (Bodyrenon et al., 2019, Andrade et al (2022)). A study on the examination of organizational and social commitments (a beneficial aspect of family ties) and related factors during the coronavirus pandemic of healthcare workers in northern Iran was published in Aghalari et al. in 2021. 260 healthcare personnel from Babol health centres took part in the study. Chi-square and logistic regression were used as study statistics. Results indicated that organizational commitment and social commitment are positively correlated. These results concur with earlier research by Andrade et al. (2022), Bodyrenon et al. (2019), and Rumangkit & Zuriana (2019).

A study on the relationship between work-family balance and affective organizational commitment among academic staff at Malaysian research universities was published in Rahman et al. (2017). 325 academic employees took part in the investigation. It used Pearson correlation analysis as its statistic. The findings indicated a weak but significant link between work-family enrichment, work-family conflict, and affective organizational commitment. The findings of Aghalari et al. (2021), Andrade et al. (2022), Bodyrenon et al. (2019), Andrade et al. (2022), and Rumangkit & Zuriana are in agreement with this result (2019). Ke and Deng (2018) published a study on the association between workplace spirituality and employee job performance, organizational

commitment, and family-friendly human resource practices (a good aspect of family relationships). The study's participants included 347 employees. The findings demonstrate that family-friendly HR practices significantly improve employees' organizational commitment and job effectiveness. The findings of this study are consistent with those of Rahman et al. (2017), Aghalari et al. (2021), Andrade et al. (2022), Bodyrenon et al. (2019), Andrade et al. (2022), and Rumangkit & Zuriana (2019). A study on the association between organizational commitment, wellbeing in the workplace, and work-family conflict among working women was published by Abdullah et al. in 2021. Results showed that organizational commitment was highly predicted by work-family conflict. The results concur with those of Ke & Deng (2018), Rahman et al (2017), Aghalari et al (2021), Andrade et al (2022), Bodyrenon et al (2019), Andrade et al (2022), and Rumangkit & Zuriana (2019). A study on the relationships between flexible work schedules and gender-based family responsibilities and organizational commitment and job satisfaction was published by Scandura & Lankan (1997). 160 managers, both male and female, who were matched, took part in the study. According to the findings, women who felt their employers offered flexible work schedules expressed higher levels of organizational commitment and job satisfaction than those who did not. Additionally, for individuals who had childcare duties, flexible work hours

were linked to increased organizational commitment and job satisfaction. This result is consistent with Abdullah et al (2021), Rahman et al (2017), Aghalari et al (2021), Andrade et al (2022) Bodyrenon et al (2019), Andrade et al (2022) Rumangkit & Zuriana (2019).

A study on the impact of work-family conflict on organizational commitment and organizational effectiveness was published in 2015 by Malik et al. 306 university professors and employees of banking institutions took part in the study. The same conclusion was reached for organizations. The results demonstrated a negative relationship between work-family conflict and organizational success. This outcome differs from those of past studies. Aghalari et al (2021), Andrade et al (2022), Bodyrenon et al (2019), Abdullah et al (2021), Rahman et al (2017), Rumangkit & Zuriana (2019).

Ramadoss & Lape (2021) reported a study on supervisor status; health and organizational commitment: the mediating role of support and family-friendly policies among information technology professionals in India. Participants in the study were 359 IT professionals in the south and western India. Ajzen and Fishbein (1980) introduced the theory of planned behavior in the context of reasoned action; however, Ajzen improved it by adding a concept known as "perceived behavioral control" (1991). The TPB is used to forecast and clarify human behavior in particular situations



(Lakovteva & Kolveriecid, 2009). TPB specifically assumes that a person's attitude and personality qualities have a subtle influence on their behavior (Ajzen, 1991).

According to the TPB, choosing to engage in organizational behavior, which is a beneficial aspect of organizational behavior, is a rational process that entails taking a variety of behavioral possibilities into consideration. Therefore, before deciding whether or not to engage in organizational commitment, the effects of various behavioral options are equally taken into account. "Behavior intention" refers to the choice to engage in or abstain from organizational commitment. According to academics, our intentions for our behavior in a scenario are a good indicator of whether or not we will act on our attitudes (Levav & Fitzsimons, 2006). The establishment of behavioral intentions appears to depend on situation and time. Earlier, it was noted that intentions and behaviors have a moderate correlation (Albarracin, Johnson, Fishbein & Muellerleile, 2001).

Hypotheses

1. Emotional intelligence will significantly predict organizational commitment among non-teaching employees of Nnamdi Azikiwe University, Awka.
2. Family relationships will significantly predict

organizational commitment among non-teaching employees of Nnamdi Azikiwe University, Awka.

Method

Participants for the study were three hundred 299 non-teaching employees who volunteered from randomly selected units and departments of Nnamdi Azikiwe University, Awka participated in the study. Participants' age was between 24 to 58 years with a mean age of 37.57 years, and a standard deviation of 9.27 years. The educational qualification of participants was O-level (88, 29.3%), BSC (88, 29.3%), MSC (64, 21.3%), and Ph.D. (59, 19.7%), and the religion was Christianity (250, 88.3%), Islamic (21, 7.0%), and African Traditional believes (28, 9.3%). Thereafter, incidental random sampling was adopted to administer the research instruments to the available and willing employees of the study in their respective offices. Buchanan developed the organizational commitment scale (1974). The organizational commitment scale consists of 23 items, and responses range from one for "strongly disagree" to seven for "strongly agree." The organizational commitment scale includes things like: 1. this organization has a strong history of providing public service; and 2. if I could select my career over, I would still choose to work for this organization. Positive scores are given to items on the organizational commitment scale. Scholars have employed the organizational commitment scale (Letam, 2017,

Abdullah, et al., 2021; Andrade & Neves, 2022). During the course of the study, it will be assessed whether the organizational commitment scale is reliable and valid.

Davis et al. (2010) created the emotional intelligence scale (BEIS-10). The BEIS-10 comprises five domains that assess how one feels about oneself, how others feel about you, how you handle your own emotions, and how you use your emotions. One of the BEIS-10's items is "I know why my emotions change," while another is "I can identify how people are feeling by listening to their voice tone." A Likert response range called BEIS-10 ranges from 1-strongly disagree to 5-strongly agree. The current study will establish the validity and reliability of the BEIS-10. Hudson developed the index of the family (IFR) relations (1982). It is a 25-item survey with possibilities for responses using the Likert scale. From 1 to 5 is a severe disagreement. On the IFR scale, some objects are rated 1. I actually prefer not to be in the same room as my family. I think my family is wonderful. The IFR scale's validity and reliability will be determined at and, respectively, throughout the research.

The researcher's choice of non-teaching employees was made after a simple random sampling was conducted between the teaching and non-teaching employees of the Nnamdi Azikiwe University, Awka. Before the commencement of the study, the researcher obtained oral permission

from the school authorities. After this, the researcher informed the non-teaching employees that the study was purely for academic purposes. Then the researcher informed them that participation in the study was optional and anyone could leave at any stage in the study. Furthermore, the participants were informed that they have a right to know the outcome of the study if they wish. Non-teaching employees who shall give consent for the study were allowed to participate in the study. The study adopted a predictive design and appropriate statistics deployed was the multiple regression enter method. The analysis was done using SPSS version 22.0.

RESULTS

This chapter deals with the results of data analysis. The order of result presentation is as follows: Table 1: zero-order correlation coefficient, and Table 2: Standardized Beta Coefficient result for Emotional intelligence and family relationships as predictors of organizational commitment among non-teaching employees of Nnamdi Azikiwe University, Awka.

**Table 1: zero-order correlation coefficient**

	1	2	3
1 Org Commit	1		
2 Emotional Intelligence	.24*	1	
3 Family Relationship	.16*	.11*	1

** Correlation is significant at the .01 level (2-tailed)

*Correlation is significant at the .05 level (2-tailed)

Table 1 shows the zero-order correlation coefficient of the studied variables. There was a significant positive correlation between emotional intelligence and organizational job commitment $r = .24^*$, $p < .05$, the correlation between family relationships and organizational commitment was significant $r = .16^*$, $p < .05$. **Table 2:** Standardized Beta Coefficient result for Emotional intelligence and family relationships as predictors of organizational commitment among non-teaching employees of Nnamdi Azikiwe University, Awka.

Predictor Variables	Adjusted R^2	Df1(df2)	F	B	Std Error
Model 1 (OC)	.03	2(296)	.61		
(1) Emotional Intelligence				.10*	.05
(2) Family Relationship				.04*	.06

** $P < .01$, * $P < .05$, Adjusted R^2 , OC= Organizational Commitment, Emotional Intelligence, Family Relationship and Age.

The model was analyzed using the multiple regression analysis enter method. Thereafter the following outcomes were obtained. Hypothesis one in Table 2 showed that when Enter method was applied to Organizational commitment for the three predictors (Emotional commitment, Family Relationship), the adjusted $R^2 = .03$. This means that the model contributed 3% in understanding Organizational commitment. The ANOVA summary (F-ratio) shows that adjusted R^2 value was significant at $F(2, 296) = 10.23$, $P < .05$. Specifically, the unstandardized beta values for each of the predictor factors were for emotional commitment $B = .01^*$, $P < .05$ family relationships $B = .04^*$, $P < .04$.

Discussion

The study examined how family relationships and emotional intelligence influenced organizational commitment among non-teaching staff at Nnamdi Azikiwe University, Awka. The results on the relationship between

organizational commitment and emotional intelligence were in line with other studies (Alismail, 2022, Tayebi 2020). The results showed that non-teaching staff participated in the organization's commitment due to their emotional commitment, according to the

findings. For instance, emotional intelligence is the only factor that makes values like punctuality at work, a positive attitude toward responsibilities, the ability to stick to organizational goals, and the ability to maintain interpersonal harmony and peace, which are all positive attributes of organizational commitment, possible. According to this viewpoint, employees demonstrate emotional intelligence when they display traits like the capacity to control their own emotions as well as the capacity to comprehend and control the emotions of their co-workers. In light of this, it is crucial that every employee cultivate this quality in order to interact with co-workers in a productive manner. Since earlier studies have maintained similar perspectives on the influence of emotional intelligence on employee organizational commitment, emotional intelligence within a work organization may be investigated as a global term.

Furthermore, an explanation of this viewpoint within a theoretical framework is possible. Taking the principle of planned behavior as an example. Ajzen (1991) asserts that the idea of planned behavior was developed to forecast and clarify human conduct in certain situations (Lakovieva & Kolceriecid, 2009).

Accordingly, the theory of planned behavior proposes that among non-teaching personnel, attitude in the form of emotional intelligence will predict organizational commitment, which is a behavior in particular settings. Because

they had a constructive attitude in this situation, the university's non-teaching staff members were able to handle their jobs. The particular attitude was emotional intelligence in this particular scenario. As a result, the organization in this state may succeed in achieving its founding objectives. According to hypothesis two, among non-teaching staff, relations influenced organizational commitment. In the context of work-family conflict, perceived organizational support, work-family balance, and social commitment, the idea of family relationships has received excessive research (Andrade, et al 2022, Rumangkit & Zuriana, 2019). Despite the fact that past research suggested that familial relationships produced mixed results. For example, some authors observed a strong association, but others claimed no association. The present finding was therefore reinforced by (Andrade et al, 2022, and Zumamgkit & Zuriana, 2019). Employees who report friendly ties with their parents, spouses, kids, relatives, and neighbors at home are those who have positive family relationships. From this vantage point, workers who value these social connections may experience inner tranquillity and delight. being in a better position to show a higher level of commitment at work as a result. Such employees assist the firm in achieving its objectives, according to the empirical findings of the current study.

The authors of the current study hold the assumption that more university non-teaching staff had happy family ties. The



notion of planned behavior can also be used to explain the results of the latest research. According to the idea of planned behavior, an employee's attitude toward organizational commitment refers to the favorable emotions that influence that commitment. As a result, organizational commitment is motivated by family ties. This might be the case because achieving organizational goals is positively influenced by family relationships, among other things. In the aforementioned, it indicates that family relationship is a common emotion indicated by the majority of university non-teaching personnel. The sample size of 299 for the present study serves as a limitation of the study. This is because 300 employees were a small portion of the entire non-teaching employees.

To improve organizational commitment among non-teaching employees at Nnamdi Azikiwe University, it was recommended that efforts should be made to ensure that: The school management should provide incentives to workers with exceptional human relationship skills so that other non-teaching employees may emulate them. The management of the school should provide counseling services to non-teaching employees to enable them to manage both work-related and family-related issues so that it will serve as a buffer from an emotional breakdown. It was suggested that scholars focus more attention on family- relationships among non-teaching employees within the university context, especially on a wide range such as the southeast and

nationwide studies. This may strengthen the result of the present work. The implications of the present study include the following: Emotional intelligence is a positive attribute of organizational commitment among non-teaching employees, and Family relationship is a positive attribute of organizational commitment among non-teaching employees. Growth is the lifeblood of every commercial organization, so business managers have long been preoccupied with how to make the business grow. The authors of the current study draw the conclusion that family relationships and emotional intelligence are the key factors influencing the organizational commitment of non-teaching staff.

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Declaration of conflicting interest

The authors declare that there is no conflict of interests.

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