

## A META-ANALYSIS OF EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL COMMITMENT

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**Abstract:** While navigating through the contemporary turbulent business environment, the work-related areas are required to be improved furthermore, because an excellent worker or academic brilliance may not always lead to a successful career. This scenario leads to the aim of the present study, which is to explore the effect of Emotional Intelligence (EI) on the work environment of the employees in the field of banking. The banking industry has been chosen as the targeted area because of its dynamic work-related activities. The present study focuses on the impact of EI on bank employees in grueling work habitats. The methodology adapted to the study is a multi-sampling technique. The sample consists of 532 employees working in the banking sector of Bahrain. To fulfill the fundamental target of the research, directing quantitative studies, a structured based and a closed-ended questionnaire has been formed. The research finding states that self-awareness, self-regulation, self-motivation, social-awareness, social skills, and organizational commitment have a direct effect on EI. This result has also contributed to the existing literature on EI and suggested decision-makers and practitioners to adopt self-report and mixed measures through which organizations can create effective commitment and satisfaction.

**Key words:** Emotional Intelligence, Affective Commitment, Continuance Commitment, Normative Commitment.

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### Introduction

The service industry is one of the most rapidly growing sectors globally and is renowned for its massive contribution to any country's GDP and employment. The banking sector is the most important of them all because of its significant input in national trade, foreign inflows and investments. In the modern world, banks are preferred as significant resources in achieving the monetary target through financing each division of the economy to help in the smooth conduction of activities. It is also apparently visible that there are various plans that are taken by the administration, and the executions of them are required to be managed by the representatives.

As a challenge, they need to deal with various levels of clients. So, Emotional Intelligence (EI) is vital in banking divisions. Many researches have proven that EI

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has received the higher priority in the workplace than employment specific aptitudes (Stachova, Stacho, Raišienė, & Barokova, 2020). The scientific studies have proven the importance of emotions in the human mind, which reflects, movements and activities of human behavior (Jain & Duggal, 2018; Stoian et al., 2018; Kolnhofer-Derecskei & Nagy, 2020; Javaria et al, 2020). In the contemporary 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 behaviour, work implementation and organizational behavioral responsibility in extreme pressure. Though there are numerous studies analyzed the direct and indirect relationship between EI and various factors (Šešić & Nikolić, 2020; Wróblewski & Grzesiak, 2020), a few studies have been undertaken in organizational commitment and EI's effect in the field (Bhalerao & Kumar, 2016). The idea of organizational commitment is composed of three aspects that involve affective, continuance and normative commitment. Affective commitment includes the certifiable sentiments of belongingness and connection to the undertakings of a utilizing association (Meyer, Allen, & Gellatly, 1990). Normative commitment is depicted as a comprehension of the commitment to stay in an association (Meyer & Allen, 1996). Continuance commitment indicates the level where workers feel towards utilizing association thinking of the adverse effects, and they might have to face because of stopping the association. Based on these findings, the current study aims to explore the influence of EI on organization commitment among bank employees of Bahrain.

The rest of the paper is organized as follow. Section 2 deals with the literature review, which discusses the studies related to the research area of the present study. Based on the identification of gap in the literature, the authors have drawn aims and objective of the present study that is briefed in section 3. The methodological description of the study is elaborated in section 4. The findings or results of the study are presented in section 5. The outcomes of the current study are discussed in section 6. Section 7 sums up the study under the sub-title of Conclusion. The practical implications and recommendations have mentioned in section 8.

### **Literature Review**

EI has been a topic of discussion in the service sector for quite a few decades. Mayer and Salovey (1993) stated EI as a skill required to appraise, regulate and utilize emotions in rational thinking. There are many factors of EI, which lie in the domain of five important factors, and those are the most significant qualities a leader should possess. The five factors are self and social awareness, motivation, empathy, social skills and relationship management. The hypotheses of the study are formulated based on the variables of reviewed literature. The relationship between emotional intelligence and demographic variables in accord with age, gender, educational qualification and organizational commitments. In a study by

Mayer and Salovey (1997), it was found that the people who are aged with experience possess more EI, which proves EI as an ability more than a trait and also the conclusion has been drawn as age and experience increases, EI also does the same. In 2014, Billings, Downwy, Lomas, Lloyd and Stough determined the relationship between EI and scholastic achievement among pre-adolescents. They observed that girls have better EI than boys. In a study by Shukla and Srivastava (2016), it determines the effect of EI on socio-demographic variables and job stress. Self-awareness is the core abilities of emotional intelligence (Pradhan & Nath, 2012; Vasumathi, Sagaya, & Subashini, 2016) which motivates in goal setting, organizational skills, stress management and problem-solving. Self-awareness is an important emotional and social competency in organizational perspective as stated by Antonakis, Ashkanasy and Dasborough (2009). According to, (Kumar, Puranik, & Sowmya, 2016) self-awareness is an understanding capability to recognize and differentiate an individual's feelings and to know the reason behind the feelings. According to the studies (Sharma & Singh, 2018; Stanley & Bhuvaneshwari, 2016) the central element of emotional intelligence is to regulate one's moods. The knowledge of EI helps leaders to manage emotions, and EI contributes to effective leadership in organization. Self-regulation or self-control lets a person remain calm during an adverse situation and resolves the problem with ultimate rationality (Bhaskar, Aruna, Rajesh, Suganna, & Suvarna, 2013). Self-regulation helps people to bring positive changes in their thought, emotion and performances (Srivastava, Jain, & Sullivan, 2019). Self-motivation leads to set goals and absolute commitment towards the goal with enormous positivity and ability to overcome setbacks on its way (R. Gupta, Singh, & Kumar, 2017; Pradhan, R.K., Jena, L.K. and Singh, 2011). Social interactions also result in many advantages. It gives confidence, social acceptance, and support and can also help do many things, which cannot be completed alone, e.g. getting support from a team or completing a project (Chakarvarti & Lal, 2016; Jasińska, 2019). The studies of (Ananthanarayanan & Priyadarshini, 2018) have highlighted a positive correlation between EI and the social relationship of an employee, which makes him much committed to the organization. The employees with high EI are happier at the workplace and more committed towards the organization. (M. Gupta & Sayeed, 2016) have compared the impact of EI on employee commitment and job satisfaction in the public sector and private sectors where they have obtained a highly significant positive relation between EI and organizational commitment (Sabbir & Nazrul, 2014).

The researchers have conducted an extensive review from a worldwide point of view to understand the association between EI and organizational commitment. The employees with high EI have a higher organizational commitment (Jha & Singh, 2012), which in turn reduces the tendency of the employees to quit the organization. EI has played a significant role to predict organizational commitment (Jain & Duggal, 2018). The study of Weiss and Brief (2002) has found an important relation between EI and affective commitment to determine altruistic

behaviour, which is significant. It is documented that individuals with high EI have more affective commitment and OCB-altruism. A study by (Singh & Sharma, 2018; Sinha, Talwar, & Rajpal, 2002; Swapna, 2015) supported the findings of the other studies where EI and organizational commitment are positively correlated. EI has a significant relationship with organizational commitment (OC) and employee performance (EP) (Bhalerao & Kumar, 2016).

**Table 1. Article published in (Scopus Indexed)**

Name of the Country	Emotional Intelligence	Emotional Intelligence and Organisaitonal Commitment
Number of Study in India	448	23
Number of Study in Bahrain	10	0
Number of Studies in other countries	9657	251
Total publication (Scopus Indexed)	10115	274
<i>Source: Scopus list (November 2020)</i>		

### **Aims and Objective**

The study has intended to analyse the impact of emotional intelligence on the organizational commitment of the bank employees working in Bahrain. The objective of the study is to analyze the impact of EI on the organizational commitment of bank employees in Bahrain.

### **Methods**

The empirical based study was conducted in the banking sector, located in the Kingdom of Bahrain. A multi-sampling technique was used to conduct the empirical inquiry. The sample size was decided applying Multi-stage sampling methods considering weighted mean correlation and calculated 95% confidence interval to determine the significance of the size. The survey administered considering public and private banks (including foreign banks) functioning in the Kingdom of Bahrain during May and June 2020. The research instruments were administered to the employees, belonging to all the level of hierarchy in various banks in Bahrain. The EI instrument (Goleman, 1995) was based on Daniel Goleman's five components of EI, consisting of self-awareness, self-regulation, internal motivation, empathy and social skills. To measure the organizational commitment, a scale was administered. The survey questionnaire consisted of ninety-three variables in EI and nine variables in OC. The demographic variable consisted of respondents' age, designation, income, gender, marital status, experience, responsibility and teamwork. The questionnaire was classified into five factors in EI and three factors in OC. IBM SPSS 26.0 and Amos 26.0 used for statistical analysis and structural equation model.

The survey was done using pre-determined questionnaire after conducting enough reliability and validation (Table 2) on factors of emotional intelligence and organizational commitment, and validity was assured. The Cronbach Alpha of all the six variables was found to be above 0.8, which is above the recommended scale (Morse, Barrett, Mayan, Olson, & Spiers, 2002). The measurement instrument consists of a five-point Likert scale from Underdeveloped (1) to Excellent (5) in which higher value indicates strong acceptance, and lower value is least acceptance on statement.

**Table 2. Reliability and Validity results**

Variables	Cronbach's Alpha	Number of Items	Mean
Self-Awareness	.898	11	3.998
Self-Regulation	.925	17	3.994
Self-motivation	.933	15	3.949
Social Awareness	.925	18	4.036
Social Skills	.957	32	3.915
Organisational commitment	.827	9	3.706

*Source: Data Analysis*

## Results

To accomplish the objective of the research, various hypotheses proposed above were justified by conducting several statistical analyses, which have been reported in the following sections.

EI is said to be a series of factors intervene to formulate a specific impact on demographic variables that have a significant impact on the level of EI. The demographic variables consist of age, gender, education, designation, marital status, experience, responsibility and teamwork. In sample, most of them are male because most of the employees of banks are men in Bahrain, even though women participation in Bahrain banking sectors is remarkable. Similarly, most of the respondents are graduates, and younger generations are aged below 40. Most of the respondents are fall under middle and lower level management, and their experiences are 5 to 15 years. The marital status consists of mostly married and notable percentage are divorced. Most of the respondents do not have any administrative responsibility, even though nearly half of the respondents holding managerial position, including general manager, which is one of the higher-level of administrative position. Most of the respondents are involved in teamwork that is a vital part of emotional intelligence.

**Table 3. Wilks' Lambda**

Demographic Variable	Value	F	Df	Sig
Gender	.933	1.345	5.000	.252
Designation	.340	13.296	10.000	.000
Marital Status	.390	6.977	15.000	.000
Experience	.560	4.005	15.000	.000
Age	.457	5.623	15.000	.000

*Source: Data analysis*

**Table 4. Correlation matrix, standard deviation and Cronbach's  $\alpha$**

Variables	SD	1	2	3	4	5	6	7	CR	AVE
EI	.796	<b>.823</b>							.933	.695
SA	.723	.433	<b>.975</b>						.956	.685
SR	.785	.596	.112	<b>.899</b>					.908	.823
SM	.795	.622	.066	.296	<b>.901</b>				.865	.895
SA	.692	.622	.364	.598	.666	<b>.830</b>			.833	.766
SK	.837	.524	.130	.682	.666	.586	<b>.921</b>		.825	.622
OC	.820	.026	.586	.025	.666	.653	.632	<b>.922</b>	.922	.753

*Source: Data Analysis; CR: composite reliability; AVE: Average variance extracted; SA-Self Awareness; SR-Social Regulation; SM-Social Motivation; SA-Social Awareness; SK-Social Skill; OC- Organisational Commitment*

The descriptive statistics emphasizes on means and SD of all the factors consisting emotional intelligence. The higher mean value of EI factor is 4.25, 'service orientation' and the lowest mean value is 3.61, 'self-control'. In organisational commitment, the highest is 3.89, 'affective commitment' and the lowest is 3.47, normative commitment. The Wilks' Lambda value in (Table 3) for gender is .933, designation is .340, marital status is .390, experience is .560, and age is .457. The values are between zero to one, and it indicates that the selected variables are better in discriminating power. The F value indicates higher significant discrimination between all the demographic variables. The P-value is ( $p < 0$ ), which infers that the F test would be signed up to 100%.

The confirmatory factor analysis was administered to ensure the validity and reliability of all the constructed variables before conducting the path, mediating and indirect effects variables. The reliability test confirms that all the items considered for the loading were more than 0.7 (O'Brien, 2007), ensured model fit indices. Table 6 depicts the factors of all the loaded items considering the theoretical analysis of the study and expresses in the theoretical framework. The value of variance inflation factor (VIF), which is related statically figure diagnosing collinearity in multiple regression that is found to be lesser than 5 (Kolenikov, 2009) and it can infer the positive indication for testing mediation analysis. The correlation matrix in (Table 4) emphasizes on all the factors of EI and organizational commitment. Each variable displays acceptable mean and standard deviation, and the value of alpha is remarkably acceptable.

**Table 5. Summary of Path analysis**

Path Variables	Standardized coefficient ( $\beta$ )	P Values	Results of Hypothesis
<b>Effect (Direct)</b>			
Demographic Variable → Emotional Intelligence (H1)	-.458 <sup>a</sup>	.000	Not Supported
Self-Awareness → Emotional Intelligence (H2)	.278	.000	Supported
Self-Regulation → Emotional Intelligence (H3)	.274	.001	Supported
Self-Motivation → Emotional Intelligence (H4)	.287	.000	Supported
Social-Awareness → Emotional Intelligence (H5)	.262	.002	Supported
Social Skills → Emotional Intelligence (H6)	.258	.001	Supported
Organisational commitment → Emotional Intelligence (H7)	.375	.000	Supported
<b>Mediation Analysis</b>			
Emotional Intelligence → Affective commitment → organisational commitment	.833	.002	
Emotional Intelligence → Continuance commitment → organisational commitment	.664	.374	
Emotional Intelligence → Normative commitment → organisational commitment	.797	.000	
<b>a Average beta value considered</b>			

Table 5 depicts the summary and result of path and mediation analysis. The statistical analysis reveals that demographic variables do not impact on emotional

intelligence ( $\beta$ : -.458); therefore hypothesis 1 (*H1*) does not support the claim, and it accepts the null hypothesis.

The results also notify the relationship between factors of emotional intelligence and organisational commitments that are found to be supportive. The self-awareness and EI have a significant impact ( $\beta$ : .278), self-regulation and EI are significant with  $\beta$  value .274, self-motivation and EI are significant with  $\beta$  value .287, social-awareness and EI are significant with  $\beta$  value .262, social skills and EI are significant with  $\beta$  value .258 and organisational commitment with EI is significantly positive with  $\beta$  value .375. Therefore, all the Hypotheses from *H2* to *H7* are accepted.

Table 5 also reports the mediating analysis of three types of commitment to organisational commitment. The affective and normative commitment are found to have a significant mediating role on organisational commitment ( $\beta$ : .833 and  $\beta$ : .797,  $p < .05$ ). The continuance commitment is nonsignificant as there are not enough shreds of evidence to claim the significant mediating role ( $\beta$ :.664,  $p=.374$ ). Meanwhile, the results also emphasize that there is none of the emotional intelligence factors has any mediating role between emotional intelligence and organization commitment.

**Structural equation analysis (SEM) and Confirmatory factor analysis (CFA) Test**

The CFA was administered using Amos 26.0 and tested for validation and reliability (Figure 1). The structural model assessed after the evaluation and fixation of problems in the measurement model (Schreiber, Stage, King, Nora, & Barlow, 2006). The assessment of initial model has completed considering Multi-variate analysis (AlGhazzawi & Lennox, 2009; Pietrzak, 2014), it further ensures that all the factors loaded are above 0.5. The CFA results indicate that all the factors loaded are appropriate for the study and all the items are under appropriate range. The SEM model fit indices satisfactory as output values satisfy the observed values criteria. The observed values are found to be in between the recommended values (Table 6). The hypothesis has been proposed considering independent and dependent factors and variables. The SEM (Figure 1) is found to be good fit (TLI=0.921; CFI=0.916; GFI=0.856; IFI=0.912; RMSEA=.049; CMIN/DF=3.122). The multi-group analysis was administered considering individual factors of EI, and the results were found to be highly significant.

**Table 6. Model Fit Indices (SEM)**

FLT Index	Output values	Recommended values	Result	References
CFI	0.916	$\leq 0.95$	Satisfactory	(Gerbing & Anderson, 1992)
GFI	0.856	$0 \leq 1$	Satisfactory	(Jöreskog & Sörbom, 1993)
TLI	0.921	$\leq 0.95$	Satisfactory	(Rigdon, 1996)



IFI	0.912	$\leq 0.95$	Satisfactory	(Marsh & Hocevar, 1985)
RMSEA	.049	$\geq 0.09$	Satisfactory	
CMIN/DF	3.122	2-5	Satisfactory	
<b>Source: Data analysis and literature review</b>				

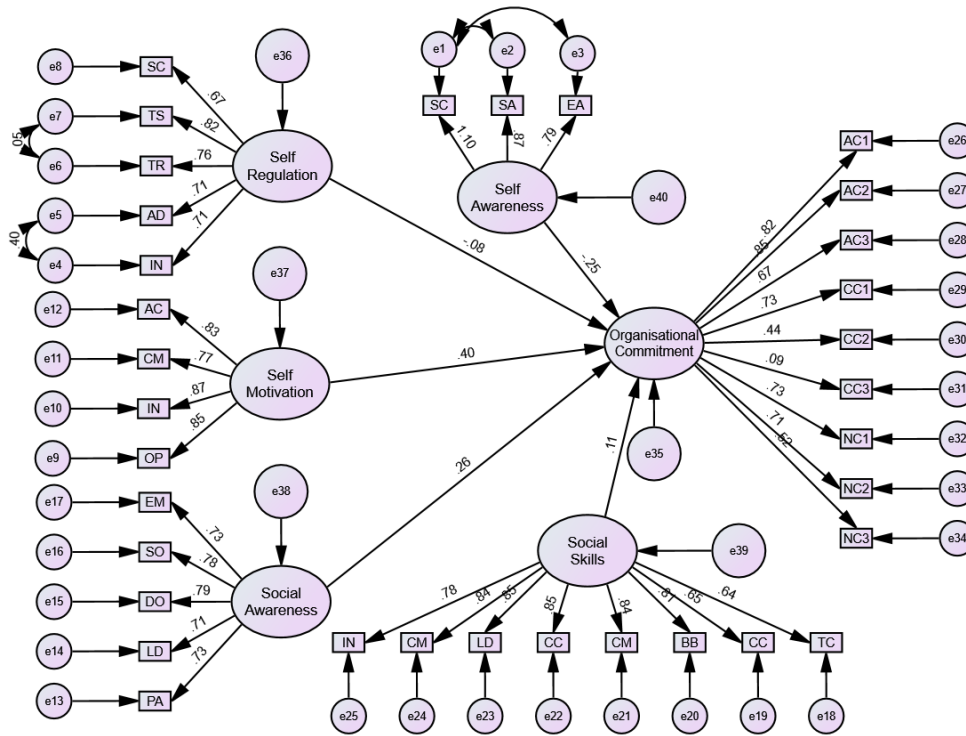


Figure 1: Structural equation model on factors of EI and OC

### Discussion

Various statistical analyses have been conducted to justify each hypothesis to attain the objective of the study. No significant impact of demographic variables has been observed on EI. The higher EI leads to better self-awareness and emotional awareness. The self-awareness consists of emotional awareness, accurate self-assessment and self-confident. The reason behind an individual's feelings, the connection between feelings, thought and performance, and the awareness towards values and goals are remarkably higher in emotional awareness. Similarly, the strength and weaknesses, learning experience, continuance learning desire, and sense of humour and perspective make accurate self-assessment, which has

contributed remarkably. The individual's capabilities and self-worth determine self-confidence. The results reveal that the bankers in Bahrain possess a high level of self-awareness that is a significant contributor in determining EI. The relationship between EI and self-regulation is positive and significant (Barrett, Gross, Christensen, & Benvenuto, 2001). It is found that the communication of emotions and intelligence does not contribute to the performance; instead, it is the nature of an individual. The self-regulation consists of self-control that maintains impulses and disruptive emotions. Trustworthiness manages integrity and standards of honesty. Conscientiousness adopts responsibility in enhancing personal performance. Adaptability is individual's flexibility in handling change, and finally innovativeness that is one's comfortability to new changes, ideas, and information. The individual's ability to overcome the challenges and difficulties at the workplace is an intrinsic characteristic. EI has a positive impact on self-regulation, which makes an individual experience greater success and tends towards innovativeness.

EI and self-motivation depict a significant positive relationship. The people have higher EI require lesser external motivation in an organization, and they are more self-confident and self-motivated (Jamali, Sidani, & Abu-Zaki, 2008). The self-motivation consists of efforts to achieve and improve standards of excellence, committing the organization to meet institutional goals, developing the mindset to self-initiatives-readiness to respond to the timely opportunities, and determination in trailing objectives despite hurdles and obstacles. The higher EI enhances the desire of achievement, affiliation and need of power (Mohamad & Jais, 2016). Meanwhile, individuals with lower EI tend to have a greater impact on their motivation, and they demand the institutionalized external motivational program. The results advocate the previous study conducted by the various researchers and propose the positive relationship between higher EI and its impact on an individual's self-motivation.

The relationship between EI and social awareness are found to be positive. The societal awareness consists of sensing the feelings of others and initiates the prospective interest to express concerns in the forms of empathy. It also includes recognizing, predicting, and reaching clients' expectations. Similarly, it senses the requirement of others and enhances their abilities. The awareness includes leveraging diversity and understanding the power relationships of groups. Understanding and identifying other individuals' emotions like difficulties of subordinates, requirements of clients, expectations of superiors are vital in this trait (Pati, Nandakumar, Ghobadian, Ireland, & O'Regan, 2018; Kliestikova, Misankova, Kliestik, 2017). The result emphasizes the social awareness of the bankers in Bahrain by expressing their context in the form of emotional expressions. The leading authority can also identify the fake and genuine expressions of their subordinates to infer their goals and attitudes.

There is a significant relationship between EI and social skills. The social skill consists of influencer, communicator by making messages clear and convincing,

inspiring leadership, initiating change as a change catalyst, great negotiator by managing conflict, building bonds by strengthening the relationships, developing cooperation and collaboration with shared goals, and pursuing collective goals with group synergy. The results express that people with higher EI are more likely to become negotiators, change catalyst and personality with effective communicators. Furthermore, results are highlighting the encouragement through EI to improve creative potentiality to improve overall the leadership quality of an individual.

There is a significant positive impact of EI on organizational commitment of employees. People with higher EI have a positive impact on affective, continuance, and normative commitment. The results are in line with the study of (Clarke & Mahadi, 2017). They have highlighted the fact that the employees with higher EI maintain higher commitment in organizational activities and accountable in their tasks. They have also opined that those workforces maintain their emotions better and consider both positive as well as negative emotions. The individuals with a better rate of success are lesser committed to their organization perhaps their level of confident towards new opportunities are more, i.e. they are called normative commitment holders. They always search for new opportunities, unlike affective and continuance commitment employees.

### Conclusion

EI plays a vital role in individuals' performance and commitment. This study is an evidential piece to claim the significant positive relationship between EI and OC. The various factors of EI distinguish between emotional intelligence and irrational thinking with the view that most of the banking activities are both emotional and rational. However, the reviewed literature argues in different view classifying rational and irrational or emotions as a separate continuum. This result aligns with the findings of Alavi *et al.* (2013) and Ahmad *et al.*(2017). The concept of EI enhances individuals and managers to be more effective and well equipped with emotional strength and leveraged with opportunities and performance. The superior can develop better relationships with their subordinates, and individual employees maintain effective relationships with peers.

In a larger team with diversified workforce (current sample has diversified workforce from Asia, Europe and African expatriates) we expect stronger relationship and difference between emotional intelligence which is particularly problem solving and social awareness skills. Moreover, 54% of the sample do not have an experience of handling groups like managerial and team leader position. The larger teams with multiple thoughts with diversified colour lead to conflict while decision making process. This situational study gives more clarity in terms of emotional intelligence skills. This factor could be considered in future research.

The emotional intelligence and organisational commitment are the vital variables to many critical workforce outcomes, such as employee productivity, organisational commitment, ego states and well-being of employees etc. The investigation of the

present study expresses the intuition and shreds of evidence concerning the importance of EI on organisational commitment of workforce. The banking sectors in Bahrain can provide training programs on EI to enhance affective and continuance commitment in the organization (Fu, 2014). The study reveals a lack of self-confidence especially in the decision-making process during uncertainty and stress, meagre self-control, considerably mismanagement in impulsive feeling and emotions, lower acceptability with new ideas and information, and unable to use complex strategies and dramatic events. These issues are a matter of concern, especially a country like Bahrain, which consists of a limited population with a diversified atmosphere. Therefore, it is recommended to consider the impact of EI on the commitment and performance of the workforce during policy amendments and generation. The decision-makers are recommended to organize and allocate budget to provide proper training apart from the technical certification. Management can provide awareness to the workforce in the form of various activities and programs. The researchers also suggest the practical implication of gamification in various organizational activities and encourage employees to be a part of this process.

The managerial decision-makers and practitioners are responsible for the well-being of employees, and they must consider peer report or self-report EI measures considering the validity of EI implication. They can also consider mixed EI for a few traditional test processes, as it captures a compound of various construct and displays realistic validity. Both self-report and mixed measures express validity in personality and cognitive abilities that helps the organization to create effective commitment and satisfaction.

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## META-ANALIZA INTELIGENCJI EMOCJONALNEJ I ZAANGAŻOWANIA ORGANIZACYJNEGO

**Streszczenie:** Poruszając się po współczesnym, burzliwym środowisku biznesowym, konieczne jest dalsze doskonalenie obszarów związanych z pracą, ponieważ doskonały talent pracowniczy lub akademicki nie zawsze prowadzi do udanej kariery. Scenariusz ten prowadzi do celu niniejszego badania, którym jest zbadanie wpływu inteligencji emocjonalnej (EI) na środowisko pracy pracowników bankowości. Sektor bankowy został wybrany jako obszar docelowy ze względu na dynamiczne działania związane z pracą.

Niniejsze badanie koncentruje się na wpływie EI na pracowników banków w wyczerpujących miejscach pracy. Metodologia zaadaptowana do badania to technika wielopróbkowa. Próba składa się z 532 pracowników zatrudnionych w sektorze bankowym Bahrajnu. Aby zrealizować podstawowy cel badań, kierując badaniami ilościowymi, stworzono ustrukturyzowany, zamknięty i zamknięty kwestionariusz. Wyniki badań wskazują, że samoświadomość, samoregulacja, motywacja własna, świadomość społeczna, umiejętności społeczne i zaangażowanie organizacyjne mają bezpośredni wpływ na EI. Wynik ten przyczynił się również do powstania istniejącej literatury na temat EI i zasugerował decydom i praktykom przyjęcie samoopisowych i mieszanych środków, dzięki którym organizacje mogą tworzyć skuteczne zaangażowanie i satysfakcję.

**Słowa kluczowe:** inteligencja emocjonalna, zaangażowanie emocjonalne, zaangażowanie w ciągłość, zaangażowanie normatywne.

### 情绪智力与组织承诺的元分析

**摘要:**在当今动荡的商业环境中航行时,与工作相关的领域还需要进一步改进,因为优秀的工人或学术才华并不总是可以成就事业。这种情况导致了本研究的目的,目的是探讨情绪智力(EI)对银行业员工的工作环境的影响。由于其与工作有关的动态活动,银行业已被选为目标领域。本研究的重点是在艰苦的工作环境中,EI对银行员工的影响。适合该研究的方法是一种多采样技术。该样本包括在巴林银行业工作的532名员工。为了实现研究的基本目标,指导了定量研究,形成了结构化的,封闭式的调查表。研究发现指出,自我意识,自我调节,自我激励,社会意识,社会技能和组织承诺对EI有直接影响。这一结果也有助于现有有关EI的文献,并建议决策者和从业人员采用自我报告和混合措施,通过这些措施,组织可以建立有效的承诺和满意度。

**关键词:**情绪智力,情感承诺,连续性承诺,规范性承诺。