Emotional Intelligence, Commitment and Climate in Organizations: Bridging Contribution and Practical Implication

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ABSTRACT

Research on organizational commitment and organizational climate has dramatically increased over the year. In the psychological areas, it has currently grown attention and become spot point among researchers. A greater attention has been paid by researchers on organizational commitment and organizational climate because both constructs are closely tied to cognitive, affective and human behavior that focus on the psychological matters in organizations. This gap is to exemplify and show how the ability model of emotional intelligence can acquire leaders' EI skill set in order to influence directly the followers' commitment and change the organizational climate. In this review, to bridge the gap between contribution and practice by considering the connection between emotional intelligence, organizational commitment and organizational climate among employees in organizations in order to find out the research contribution toward organizations and employees in all industries. In particular, this review has discussed about the challenges or barriers of commitment and climate in the industry to determine a huge practical implication should be studied and carried out for the organizational improvement.

Keywords: Emotional Intelligence, Commitment, Climate, Challenges and Implications

1.0   INTRODUCTION

A common human capacity and mental abilities are the concept of emotional intelligence that requires evaluating an individual's intellectual quality in all aspects in organizations. According to Akers and Porter (2003), the psychologists agreed that a person's intelligence is to be success and it will carry into account for 10 percent to 25 percent from all the factors yet others are contain 75 percent to 90 percent from emotional intelligence aspects. Studies found that emotional intelligence refers to mental abilities that concern about people's emotions such as understanding and knowing what other people are experiencing, maybe it involves thinking capability instead of the means of behaving (Mayer and Salovey, 1997). Emotional intelligence is a core aspect in assessing the ability of others in organizations which cannot be overestimated. For managers, emotional intelligence is a vital issue to be evaluated because managers have to retain employees who are emotionally raw.

Emotional Intelligence is an important topic that managed not gets high attention from everyone especially managerial levels. Managers did not obtain a right path to

understand their subordinate's feelings, and emotions. In this case, emotional intelligence that links up to the emergence of feelings will produce less attention in organizations so that workers have to implement emotional climate that increased their job operation, execution and performance. As a consequence, staff performance can be judged positively by considering emotional intelligence construct which ties to positive results. This determination is supported by Linden, Klaveren and Dunkel (2015) found out that people can generate social knowledge and skills with high EI in order to supervise and control the behavior and others' emotions in boosting their social interaction. However, the great people in the organization can develop their thinking level by innovating and creating new ideas if they enable to cope and handle their EI in order to reach the organizational goals. This research found parallels with what Matthews, Zeidner, and Roberts, (2012); Nafukho, (2009); Petrides and Furnham, (2003) stated that an individual's emotional intelligence can elaborate about human characteristics and behaviors in accomplishing the organizational goals by thinking creative and innovating their ideas with logically. Parenthetically, employees who are committed and performance well in their work definitely have a positive emotional intelligence compared to employees who have low EI. The disputes in this finding found that without emotional intelligence connection in organizations, employees unable to puzzle out the problem while emotional intelligence found as an essential characteristic to engage in service relations successfully (Moquin and Riemenschneider, 2014).

In information technology (IT) industry, emotional intelligence becomes a common issue because EI and communication skills are key success for the establishment and to retain the IT professionals in order to support the industry with higher EI and pure interpersonal skills (Şimşek and Aktaş, 2013). For that reason, positive emotional intelligence traits can be developed by personality qualities (Vaida and Opre, 2014). Perhaps people who seek for entering the IT industry should able to understand the professional culture and the implications of emotions in the workplace on organizational behavior that contribute to the consistency of knowledge, especially a huge practical implications for IT professionals, departments and organizations (Michalina, Loreen and Hayden, 2017). Moreover, this research topic become a huge consideration in the health care industry because emotional intelligence promotes mental and physical well-being and satisfaction in their professional (Augusto-Landa et al, 2008; Ng et al, 2014; Karimi et al, 2014; and Zeidner et al, 2014) while protecting workers from stress and burnout (Gerits et al, 2004-2005; Weng et al, 2011 and Zeidner et al, 2013).

In this review, emotional intelligence models should be considered to determine the bridge between contribution and practical implication in generating a large body of research. The best model of emotional intelligence in managing people with others is ability model (Mayer and Salovey, 1997), followed by trait EI (Goleman, 1998) and mixed model (Bar-On, 2000). Mayer and Salovey (1997) has presented the ability model with four dimensions (emotional management, emotional perception, emotional understanding and emotional integration) that should be enforced for everyone in organizations to accomplish a specific goal (Mayer and Salovey et.al 2008).

Previous researchers have been given several questions which current review can fill the bridging between contribution and practical implication in organizations which everyone, enforced to think and answer to obtain a clear picture about emotional intelligence, commitment and climate. The questions are as below:

(1) Do employees' emotional intelligence can contribute a bigger benefit to the achievement of organizational?

(2) Do you think that employees' emotional intelligence can enhance the well-being of employees?

(3) Do you think emotional intelligence skills can be affected by training in order to increase employee's job performance and/or work commitment?

However, on that point is lacks of empirical support toward emotional intelligence that need to pay attention while other variables such as organizational climate and organizational commitment. According to Bar-On, (2000); Goleman, (1995); Salovey and Mayer, (1990), the ability of emotional intelligence determined as an individual's power to discriminate, monitor and understand emotional information in facilitating thought. In actual fact, emotional intelligence is isolated as an emotion and intelligence while it is maintained as the intelligent function of emotions. On the other hand, mixed models of emotional intelligence that have been proposed by Bar-on and Goleman models with different conception in prior studies, but it has been used in the current study as well to classify clearly about emotional intelligence. Studies found that Bar-on (1997) stated that people have to focus deeply on the emotional and social abilities in order to increase employees' abilities in problem solving of a social or personal nature.

1.1   DISCUSSION AND DEBATE OF EMOTIONAL INTELLIGENCE MODEL

The theorists argued with different haggles into right decision about the three models that incorporate the measurement by implementing the EI terms as well. The first model was proposed by Mayer and Solevey that classified as an ability model and exemplify the ability of the EI model as a pure concept of mental power. According to Murphy, (2006); Schulze and Roberts, (2005) indicated that ability model test using the MSCEIT is the most comprehensive assessments of EI. Studies are supported by Mayer, Salovey, Caruso and Sitarenios (2003) that claimed a same vein with prior researchers by adding to this ability model can be assessed using maximum performance measures to evaluate the accomplishments. Presently, researchers even debate about the theoretical EI model while on that point is a confusion in identifying the best measurement of EI whether ability tests or self-report surveys (Mathews, Robert, and Zeidner, 2008 as cited in Linden, Klaveren and Dunkel (2015). The research found parallels with what Goleman, Salovey and Mayer, Payne, Wayne Leon and others researchers argued about emotional intelligence that need more attention on human intelligence which insights more incredible in this century.

The argument on the Mayer and Salovey model (1997) become famous among researchers because it is a suitable model to be argued and evaluated in all subject areas. Moreover, ability model is categorized as a good example because it was incorporated into emotional intelligence perspective, if compared to Goleman model and Bar-on model. These both models are not classified as an emotional intelligent, but it was named as a combination of mind and diverse measures of personality affect. Mayer, Caruso and Salovey (1990) model looked at the evaluation and expression of emotion, regulation and utilization of emotions. Thus, previous study found that the most widely used measures of EI are Bar-On's EQ-I (Bar-On, 2004) and Mayer and Salovey's MSCEIT (Mayer et al, 2002] because it can predict empathy, psychological well-being, life satisfaction, success in negotiation, and interpersonal relationship quality (Salovey and Grewal, 2005 as cited in Hogeveen, Salvi and Grafman, 2016). The measurement is good to identify employees' ability to distinguish and record their emotions in life, and interact quickly and accurately. Ciarrochi, Chan and Caputi, (2000); Lam and Kirby, (1999) showed that the result of

MSCEIT produced a poor reliability of understanding emotions between 0.35 and 0.66, while regulating emotions showed a Cronbach alpha between 0.45 and 0.55. So that, researcher found that MSCEIT has a problematic in numeric measure and researcher found that there is other measurement scale which can be used as alternative method in resolving the evaluation of emotional intelligence ability model such as Wong and Law's measures that parallel and suitable for ability model.

1.2   THE EI MODEL: CONTRIBUTION IN ORGANIZATIONS

The first theorists that invented the emotional intelligence terms and it is widely used in all studies to ascertain the significance of the paradigm (Salovey and Mayer, 1990). In fact, this model is a pure theory and it established a core idea of intelligence and emotion in processing data and solving problems (Salovey and Mayer, 1990). However, Mayer and Salovey (1997) have classified ability model of EI into four dimensions or branches such as emotional perception, emotional integrity, emotional understanding, and emotion management.

In this review, employees can give full commitment to the organization in accomplishing the goals because EI ability can regulate people's emotions and intellectual growth. Thus the managers and followers' ability are the most esteemed of human resources because human beings are extensively contributing to the organization's capacity and resourcefulness. The research found parallels with Mayer, Caruso, and Salovey, (1999); Salovey, Mayer, Caruso, and Lopes, (2001); Rice, (1999) without further discussion about emotional intelligence ability model. These researchers debated that EI ability model is a tool to connect to positive norm, such as parental, peer relations, pro-social demeanor, and positive family relations with subordinate in organizations. The ability model is the most contribution model in organizations because it can motivate the employees to understand each other and solve the problem easily. This model is the largest literature on emotional intelligence, especially in the organizational psychology, educational and industrial that predicts academic and workplace success (Libbrecht, 2014; Rivers, 2012; Reyes, 2012; and Cote, 2010). This assertion is supported by prior researcher that determined EI as predicting success at the workplace that called into question based on a lack of empirical evidence (Clarke, 2006). The outcome proved that above statement was evaluated by meta-analyses and it found validity for both academic ($r = 0.23$) and workplace ($r = 0.30$) final results (O'Boyle et al, 2011; Van Rooy and Viswesvaran, 2004).

Grounded on several of perceptions of emotional intelligence, EI is the ability of people to get to know each other in a better position while this kind of people enables them to build a proportionate relationship with others. Perhaps this ability enables managers to contribute a better mindset and ideas in developing the organizational goals. Moreover, the contribution of emotional intelligence in organizations enables individual to identify the weakness of their self as well as others' potential that drives them to be motivated in achieving the organizational goals without any interruption. In other words, employees with high level of EI is able to know other people's emotions and feelings while they can think rationally toward optimistic act in order to establish good social relations based on understanding the emotions of others. In fact, this is the biggest contribution of people in organizations in improving the social relations with workers perhaps boost their commitment by creating good working climate.

1.3   EMOTIONAL INTELLIGENCE, COMMITMENT AND CLIMATE: CHALLENGES AND BARRIERS

Jordan and Lindebaum (2015) have been highlighted about EI as a key element in how successful leaders manage on a daily basis. This topic has been argued in all areas and organizational to identify the challenges and barriers that faced by managers in their daily work in organizations. In healthcare organizations, EI is an essential for nursing practical skill of nurses that entire for high quality of nursing services and patient services (Au et al, 2015) that need a high level of emotional intelligence in this field.

The challenges that faced by employees are less negative behaviors such as violence and substance abuse (Mayer, Salovey, and Caruso, 2004). Employees tend to have high emotional intelligence in handling these situations. Instead the nursing students enable to meet the challenges by the learning process while implementing a coping strategy of EI (Jamshidi et al., 2016). Thus, this kind of organizations will have ineffective conflict management that causes unhealthy working conditions, power games, patient dissatisfaction, a decrease in the quality of care, and an increase in health maintenance costs (Kantek and Kavla, 2007).

Emotional intelligence has been consistently placed as a key set of managerial skills in the context of project management, which owns a strong influence on how managers interact with others. Yet EI becomes a solution to resolve some complex project management issues. This assertion is supported by Mazur et al (2014) indicated that EI project managers enable to resolve new challenges and troubles while they become better communicate with their peers. In other words, EI project managers should be more satisfied with their jobs while they have to trust with others (Sy et al., 2006).

O'Boyle et al., (2011) explained about managerial effectiveness that relate to EI. The findings found that it is seem reasonable because project management cannot be determined simply with technical or hard skills even cannot be compared with capabilities related to emotions (Fisher, 2011). The differences in this finding reveals that EI has to shape employees' work attitudes and behavior in a positive direction which influencing project to be succeed (Rezvani et al., 2016). Researchers have found another issue in the employment environment which is very important for employees to have positive or negative emotions (Lindebaum and Jordan, 2014). Fisher, (2003); McColl-Kennedy and Anderson, (2002); Von Glinow et al., (2004) provoked a negative emotions (frustration, irritation, and anger) can reduce enthusiasm and decrease in performance. This kind of behavior can spoil employees' work, commitment while make employees feel uncomfortable with a working climate that spoil the employees' mood, attitude and behavior.

The challenges and barriers that confronted by management in the workplace is the level of comfort and safety workplace which have to give great attention of management. Employees should not feel low value and the workplace is not in conformity with their expectations when compared to others in the workplace. In this case, if employees did not satisfy with this kind of circumstances, employees will be demotivated and leads to the inefficient and ineffective in doing their job (Ning-Kuang et al., 2009; Ahmad et al., 2012, Seyed and Fatemeh, 2011). In other words, employees who are not gratified with his or her job caused by an employer's who is neglecting to make better work factors and working climate tend to be demotivated employees in doing their job.

2.0   ORGANIZATIONAL COMMITMENT

The task performance and turnover intention are widely linked to the individual level of commitment and it was linked as an organizational commitment (Meyer and Allen, 1997). In the organizational, employees who are dedicated and sincere in their work can perform very well in order to accomplish the organizational goal whereby to increase a company's turnover. Nevertheless, a high attention on the commitment matter had been welcomed by many companies and organizations over a year by putting through a safer strategy which can improve employees' performance while employees can contribute full commitment in organizations.

Meyer and Allen (1997) were proposed three dimensions of organizational commitment that can be acted upon the emotional intelligence. Organizational commitment's dimensions divided into affective commitment, continuous commitment and normative commitment. The affective commitment is related to employees' emotional ties with other members in organizations, credentials with the organization, and member involvement in organizational activities. Employees with high affective commitment can continue as a member in organizations. Secondly, continuous commitment defined as a connection of member's awareness that they need to be in the organization while the member will suffer a loss if left the organization. A third dimension is a normative commitment and it describes employees' who have a high normative commitment will receive a feeling of attachment to stay in organizations

2.1   ORGANIZATIONAL   COMMITMENT: CONTRIBUTION   IN ORGANIZATIONS

Organizational commitment is a key predictor for employee's performance and quality of organization. Nevertheless, it can increase a huge contribution in organizations, especially leading employees by decreasing turnover intention. This assertion is supported by Affum-osei, Acquaah, and Acheampong, (2015) agreed that certain organization has their own policies towards the enhancement of employees' commitment in order to achieve organizational performance. However, employees will contribute a greater service and support if they have a solid validation and feelings toward the organization compared with the employees who have less loyalty and belonging. This determination is supported by Luthans, 1992 in Sutrisno 2007 as cited in Hakim, (2015) found that organizational commitment is a strong desire for a member that willing to contribute a high effort for the organization and accomplish the organizational goal by accepting the value of organizational.

In contributing employees' skills in organization, management identified the relationship between the cost, worker training and replacement that can be gained by understanding of organizational commitment. The degree of dedication or commitment can be increased if it is connected with leader-member because they are the one who can contribute a huge commitment in producing work tasks and carrying out. Darmawan (2013) found that culture adds to the organizational commitment can improve the consistency of behavior. Thus, the hallmark of the organization is the employees' morale and integrity of them who are greatly committed to the organization. It is important to have a significant contribution in improving the performance of employees. The finding is borne out by the results of the analysis with the value of the loading factor of 0.730 by probability level 0,000 (p> 0.05 α) (Hakim, 2015).

However, employees who are dedicated to give their loyalty to the organizational successfully can achieve the organizational goals while they can maintain a workplace culture and interest in membership in the organizational because they want to remain in

the organization. This assertion is supported by Loreta and Aukse (2009), Patrick et al. (2009); Elizabeth and Zakkariya, (2015), Dimitrios et al., (2015), Linda and Michael (2014), revealed that employees who are pleased with his or her job are more likely to ascertain a worthy attitude while they can contribute more efforts to share his or her skill and knowledge with the organization. According to Kasim and Ghaffar (2012), job satisfaction creates loyalty, assurance and commitment to the organization which led to the enhancement of productivity and ignores negative behavior such as absenteeism and turnover (Linda and Michael, 2014). The research found parallels with what Caroline et al., (2015); Jonathan et al., (2010); Hyenjin et al., (2012); Miguel et al., (2014) said that managers' ability are key causal factors for employees want in the working climate in developing the organizational commitment.

3.0   ORGANIZATIONAL CLIMATE
Poghosyan, Nannini and Clarke (2012) defined organizational climate as a working conditions that can be measured, quantified and changed. The differences in this review reveals that organizational climate is the shared meaning for the employees who are attached to the events, policies, practices, and procedures they experience and the behaviors they see being rewarded, supported, and expected (Ehrhart et al, 2013).

Everyone should take into consideration about organizational climate which is a central factor to the industrial and organizational psychology. This topic has become interesting among researchers because limited studies have been done and need more attention. A working environment can be identified as an organizational climate because it can sustain and growth a work culture which make employees to stay longer or fall by the wayside from the organization. Studies found that members' collective perceptions about the arrangement can be categorized as an organizational characteristics but it was differentiated with organizational climate. A basic skill for understanding the situations can be answered by member interaction with honest communication which can ponder over the prevailing norms and attitudes of the organization's culture. The above statement is supported by Clark, 2006 as cited in Jiang and Probst (2015) indicated that organizational climate provides guidance on suitable organizational behaviors, such as a positive safety climate and safe behaviors as well as outcomes will be rewarded within the organization.

3.1   ORGANIZATIONAL   CLIMATE: CONTRIBUTION   IN   ORGANIZATIONS
Organizational climate is an essential element that contributes to individual behavior which led to the employee's performance and organizational goals. It can influence the organization members because employees feel differently when handle it while organizational climate creates a comfort zone in the workplace. Besides, organizational climate relates to the work concentration, affects comfort and dedication which increased the organizational members' performance. Goleman (2002) indicated that research found that organizational success can be credited to organizational climate at 20 percent to 29 percent. The reason is because of the individual's motivation, morale, performance and productivity (Klem and Schlechter, 2008; Goleman, 1998). The employee's emotional behavior is directly linked to organizational climate.

On the other hand, organizational climate is a central contributor and it is important for the employee's innovativeness because healthy climate can cause

employees to be more innovative instead of stressful climate. The key resource for the organization is a healthy working environment to produce a comfort zone for employees to outperform and make up new ideas for the establishment. In this review, organizational climate contributes more benefit for all employees whereas this working climate creates awareness among people in organizations and decision-making.

The quality of the organizational climate has been major contribution in the healthcare industry. It provides direct and indirect impact on provider, patient and organizational outcomes. Kanter (1976) found that organizational climate impact on employee performance instead of personal characteristics. A great contribution of organizational climate in healthcare is leadership, administration and the linkage between providers, communication, and support (Clarke, 2006; Gershon et al., 2004) which enhance the abilities of employees and provide high-quality patient care (Aiken, Clarke, Sloane, Lake, and Cheney, 2008). Aiken et al., (2011); Malloy et al., (2009); Stone, Du, and Gershon, (2007) determined that organizational climate traits should focus more into poor-quality maintenance, job dissatisfaction, turnover, burnout, and other unfavorable outcomes in the context of the hospital industry. So that, management has to pay attention in this industry to ensure organizational performance can be increased effectively and effectiveness.

4.0   PRACTICAL IMPLICATIONS

Emotional Intelligence is the power of understanding and regulating other's emotions, opinion and behaviors that change the situation and conditions of the organizational. The aim of this change provides a higher degree of job satisfaction, job performance and organizational commitment by utilizing this ability for those managers that leave the organizational. The level of managers' EI ability and experience gained a greater success if managers restraint over their working climate. The stepping stone to their career growth is founded on the managers' ability because institute of research has been determined that EI is a better predictor of success for all individuals and managers. Perhaps employees who have high level of EI can commit to the work easily and they should have a high organizational commitment instead of those employees who are not interested in their work. Possibly the safe working climate and good leader-member exchange relationship can be developed by people who have high organizational commitment and feel happy with the work. It can boost employees' communication skills. However, safety working climate can inspire employees to give full commitment and reinforcement to the establishment. As a result, employees keen to work more and will not spend less time off in their work while they will have less intention to quit the organization.

A secure communication between leaders and members can obtain a strong organizational commitment. Leaders who obtain higher degrees of organizational commitment identified as an operative and spiritual workers that keen to support the organizational goals and work culture. Studies found significant between organizational commitment and employee performance. This finding is supported by Jeck, et al., (2012); Negin, Mahdieh and Mamani, (2013); Rebecca, (2013); Naveed, Nadeen and Naqvi, (2014) brought out a comprehensive positive contribution in improving organizational commitment, climate and organizational performance. The debates among researchers about emotional intelligence and managers' emotional intelligence can generate a wonderful organizational commitment and organizational climate.

5.0   CONCLUSION AND RECOMMENDATION

Emotional intelligence is the most contributors to the organizational commitment and organizational climate because it has been simply as a role in sustaining the social communication that related to mental health in the organization. Employees, who are able to manage, control and handle their emotions identified as employees with high degree of EI that required in their professional requirements at ease (Pradhan and Jena, 2016). And then that, organizational performance based on the employees' productivity, efficiency and effectiveness that determined by formal job descriptions. However, organizational success not solely depends on employees' productivity and job-prescribed task performance, but the willingness of employees to put extra mile in investing their effort on behalf of the society outside of formal job prescriptions. An extensive body of research justified that emotional intelligence of employees' influenced other employees' attitudes, cognitive, affective state and behavior of their working climate. In this case, the powerful tools of social influence are the emotional expressions (Koning et al. 2015) that observed other people emotional expressions, people unable to refine information about the tactile sensations, positions, and aims of others close to them (Koning et al. 2015).

Emotional intelligence, organizational commitment and organizational climate can be increased and improved by providing valuable training and development in order to improve organizational performance and employees' performance. Training and development need to pay attention in all industries and organizations in order to boost an employee efforts in developing and handling the job task, increase the ability of innovation while encourage to take risks. It is still low in contributing to the organizational climate. The training, coaching rewards for employer and employees in terms of career choice, increased job satisfaction, work performance, stress management and increased productivity in the leading workforce to competent them with skillfully in a complex manner in order to challenge the dynamic worldwide economy. Other than that, business excellence practice should be implemented in organizations and NGO organizations to ensure employees can improve their intentions in promoting their commitment and EI abilities. Moreover, this practice really benefits toward organizational functions in terms of operations while increasing the total quality management (TQM).

CONFLICT OF INTEREST
The authors declare that no battles of interest affecting the publishing of this review paper.

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