Intelligence as Facet of Organizational Commitment

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ABSTRACT

In the current business context, workforce that are highly committed to their organizational is required. The workforce will work harder as to when they are committed to their organization and remain working rather than seek opportunities elsewhere. Many scholarly works had studied factors that can cause commitment issues at workplace. This work aims to elucidate intelligence as facet of organizational commitment. The contribution of this work lies in giving understanding on how emotional intelligence and spiritual intelligence may somewhat inspiring a deeper sense of organizational commitment from the lens of affective commitment, continuance commitment and normative commitment.

Keywords: Emotional intelligence; spiritual intelligence; affective commitment; continuance commitment; normative commitment

1. Introduction

Organizational commitment in workplace is a concept that is not new and always organic. Employees commitment to the organization may be the result from their own experience or mainly influenced by what the organization has to offer. It is a concept that mostly being researched on especially in the management, organizational behaviour and human resources management fields. Employees have higher degree of organizational commitment when he or she is willing to put away their own self-interest to perform the task for the organization and to serve the company the longest. Organizational commitment is defined as "the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization" [1]. Organizational commitment shaped the employees' attitude towards the organization. It acts as the predictors of employee's turnover and the decision to leave the company [2].

The study on Malaysian employee's organizational commitment is still scarce and still need to be investigated deeply [3]. Very few studies have been done pertaining to the factors that may contribute to the employees to stay with the organization. This may be due to the diversity of Malaysian cultures and practices which are different than others that make it difficult for an organization to foster a sense of commitment, especially affective commitment in their employees. [4]. Other than that, the perception of organizational commitment of Malaysians are different than the other developed country and lower income countries [5].

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While this paper main focus is on intelligence as facet of organizational commitment, there are other factors that has been studied by other researchers. Previous study has focused on organizational commitment with training [6] training and development [7] and corporate culture [8]. Later, more researchers focused to study about organizational commitment with the quality of work life [9] and empowerment and job satisfaction [10]. Therefore, it is never ancient to study the intelligence as facet of organizational commitment because the majority of research done in relation to the topic has set out to detect the cause of organizational commitment.

2. Literature Review

Employees who are committed to the organization may bear positive or negative attitudes towards the company. The committed employees are faithful to the company and feel the sense of belonging to it. The behavioural commitment theory is best suited to explain the organizational commitment of an employee.

2.1 Organizational Commitment

Organizational commitment is useful when measuring the organization's effectiveness and has been given a great deal of attention in research. Employees willing to give extra effort and service to the benefit of the organization and to achieve the organizational goals. In general, organizational commitment is best defined as a diverse of construct "that has the potential to predict organizational outcomes such as performance, turnover, absenteeism, tenure, and organizational goals" [11]. According to Mowday, Porter and Steers [12], behavioural commitment is when the employees are "locked into a certain organization". The employees' action is said to have been influenced by their psychological state of commitment. When comparing the behavioural aspects and attitudinal aspects of commitment, Meyer and Allen [13] claimed that "behavioural perspectives as a cycle that starts and ends with the individual's behaviour". Employees loyalty and attachment to the organization is pinned on to the employee's belief that they are seen as valuable and important to the company too. The concept of organizational commitment was shaped from the three constructs of affective commitment, normative commitment, and continuance commitment [13].

Employees is said to have an affective commitment to the organization is when they show positive emotional affection to the company. The employees show their strong commitment to the organization by fulfilling the organization mission and vision besides having the desire to remain in the company longer. Effective commitment employees remain loyal to the company and do their job diligently because they "want to". The employees' action was made based on his or her own willingness to do the job [14]. The continuance commitment is the feelings that employees "have to" be committed to the organization because they may lose more if leaving the company. The feeling that the gains versus losses of working in the organization may occur when employees want to make the decision. Becker's side bet theory [17] best explains when the employees perceive that leaving the company is more costly than staying. The normative commitment is employees feel the obligation to be committed to the company. The employees stay loyal because they feel that they "ought to" be committed. Employees feels that it is the right thing to do to stay with the company even if they are unhappy with their task. They may also ignore to go for other opportunities because this kind of employees feel indebted to the company.

2.2 Intelligence

Intelligence is defined as the ability to solve certain situations or problems. Instead of depending solely on IQ, having stable emotion and better self-regulation can help a person to act fittingly in the society. Lazarus [18] defined emotion as something which is important, such as the emotional intelligence, when building interpersonal relationship with others. According to Mayer and Salovey [19], emotional intelligence is "the ability to regulate emotions and intellectual growth." Coleman's [20] definition of emotional intelligence is more detail where he defined it as a person's ability to recognize his or her own feelings and others, motivating others, and can manage emotions especially in relationship with others. Goleman [20] stated that emotional intelligence can be seen in components of self-awareness, self-regulation, motivation, empathy, and social skills. Emotional intelligence is important in workplace because emotionally intelligence employees can empower one another and be empathetic towards each other. Emotionally intelligence employees can create a work environment where they can trust to each other and be at ease to express ideas. In a workplace setting, emotional intelligence guides the employees to manage their emotions effectively, express emotions appropriately and adopts other people's emotion professionally, thus creating an effective work manner [21].

Besides emotional intelligence, there is a growing interest to study spiritual intelligence along with it [22]. While emotional intelligence emphasizes on a person's emotional aspect, spiritual intelligence focused on the human social and spirituality aspect [22]. Vaughn [23] identified spiritual intelligence as a person's capability to deep understanding of existential questions as well as having an acumen into a different level of concentration of consciousness. Covey [24] enlisted four variables in spiritual intelligence theory: the body (physical), the mind (mental), the emotion (emotional) and the soul (spiritual). It is the combination of a person's humanistic comprehension and spiritual dedication. The combination of one's religion faith and spirituality has indicated a substantial conclusion with productivity in the company [25]. Amram [26] defined spiritual intelligence as a person's ability to embrace and use their spiritual beliefs, practices, values and qualities in their daily activities. This is similar to Wigglesworth [27] who stated that spiritual intelligence is "the ability of individuals to behave with wisdom and compassion while maintaining inner and outer peace, regardless of the situation." Therefore, an employee with highly intellectual, possesses emotional intelligence and with strong spiritual intelligence will be more balanced and productive at workplace.

3. Discussion

The ability to know other people's emotional states of mind are crucial for leaders especially when dealing with other human beings all the time [10]. High emotional intelligence employees will make better decision making and committed to work. The ability components of emotional intelligence such as appraising emotions, regulation emotions and utilizing emotions can be the predictor of the organizational outcomes [28]. Not only focused on emotional intelligence as determinants of organizational commitment, the spirituality aspects of believe is also important. [29] identified seven factors of spirituality at work: condition for community, meaning at work, inner life, blocks to spirituality, personal responsibility, positive connections with other individuals, and contemplation as the elements of one's spirituality outlook. King and DeCicco [30] defined spiritual intelligence as "a set of mental capacities, which contribute to the awareness, integration, and adaptive application of the nonmaterial and transcendent aspects of one's existence". While searching for the materials worth in life, one is also searching for a piece of mind and rewards for the hereafter. Because of that, there are employees who stay loyal to the company because what is being

offered and what they are getting there is sufficient to them. Having a capable and committed employees are imperative to the organization's competency and productivity [31]. Emotionally intelligence employees can handle emotions better and can make better decision making, work well with others and therefore will be happy to serve the company well and longer. Besides that, having employees who are spiritually intelligence may ensure that the well-being of the employees is stable and they will project high level of integrity at workplace. Employees are somehow influenced by their emotional intelligence and spiritual intelligence especially when making decision. Employee's behaviours and actions are in some way, a combination of their cognitive, such as skills and IQ, and non-cognitive abilities such as the emotional intelligence and spiritual intelligence [32]. If employee's both intelligences are well and stable, the company will have the advantage in their pool of human resources. Employees will be able to work well with each other and will increase the level of organization's productivity.

4. Conclusions

Having good technology and capital sources are the most significant factors for an organization efficiency, but human resources are the most valuable ingredients for an organization toward achieving targeted mission and vision, as such it is significant to recognize intelligence as the facet of organizational commitment. Keeping emotionally intelligence employees are as important as making sure that the company can sustain longer in the industry. They will stay longer and attempt to achieve the organization's vision and mission as well as their own well-being wholeheartedly.

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