

## Designing a conceptual model on the relationship between social intelligence and organizational commitment

Elahe Mohadesi<sup>a\*</sup>, Tarbiat Moalem University, Faculty of Psychology and Educational Science, Tehran  
1489684511, Iran

### Suggested Citation:

Mohadesi, E. (2022). Designing a conceptual model on the relationship between social intelligence and organizational commitment. *Global Journal of Psychology Research: New Trends and Issues*. 12(1), 40-50. <https://doi.org/10.18844/gjpr.v12i1.5667>

Received October 19, 2021; revised February 21, 2022; accepted March 20, 2022.

Selection and peer review under responsibility of Prof. Dr. Tulay Bozkurt, Istanbul Kultur University, Turkey.

©2022 Birlesik Dunya Yenilik Arastirma ve Yayıncılık Merkezi. All rights reserved.

### Abstract

Organizational Commitment is one of the important issues in the field of organizational behavior. The extension of Organizational Commitment is due to its role in efficiency and effectiveness of enterprises, because it is an attitude which declares both the identity of employees in their organizations and the extent they get involved in organizational activities. Affective Commitment, Continuous (Continuance) Commitment, and Normative Commitment compose the three major dimensions of Organizational Commitment. Since most organizations are changing, their leaders must cope themselves with the alterations in order to sustain and develop the company in new environments. An important feature which can help the leaders or managers to fully encounter the problems will be Social Intelligence. Social Intelligence is the ability to understand the people and manage them to act wisely in their human communications. Social Intelligence, as an ability of establishing relationships with others, is a factor which can connect the managers and employees together, and it also reinforces their communications. The six dimensions of Social Intelligence, as one of the most important elements in effective communications, are: *Memory* (ability to remember names and faces of people), *Patience* (Calm Endurance under stressful conditions), *Cooperativeness* (ability to interact with others help them view matters from all angles), *Confidence Level*, *Tactfulness*, and *Sensitivity* (firm trust in oneself and ones chances, delicate perception of the right thing to say or do, and to be acutely aware of and responsive to human behavior), *Recognition of Social Environment* (ability to perceive the nature and atmosphere of the existing situation), and *Sense of Humor* (Capacity to feel and cause amusement and be able to see the lighter side of life). This study aims to design a conceptual model on the relationship between Social Intelligence and Organizational Commitment based on the new concepts of the mentioned variables.

Keywords: Conceptual Model; Organizational Commitment; Social Intelligence;

\* ADDRESS FOR CORRESPONDENCE: Elahe Mohadesi, Tarbiat Moalem University, Faculty of Psychology and Educational Science, Tehran 1489684511, Iran

E-mail address: [mohadesi.elahe@yahoo.com](mailto:mohadesi.elahe@yahoo.com)

## 1. Introduction

Organizational commitment is an important occupational and organizational attitude which has interested many researchers who study in the field of psychology and organizational behavior, especially the field of social psychology (Rokni-Nejad, 2007). This attitude has been altered during three decades, so that, the most of its crucial changes are probably related to the multidimensional insight on the concept. On the other hand, having loyal employees to organizational goals and values, who are willing to remain as members of their organization and work beyond the duties and responsibilities defined in their job descriptions, can be considered as an important factor in efficiency and effectiveness of the organization.

Many of today organizations are seeking to find the efficient approaches to improve the effectiveness and organizational operations in order to acquire and maintain a competitive advantage in the dynamic environment of the third millennium. One of the key variables which can help the educational organizations of the twenty-first century and can act as a competitive advantage is the social intelligence. Some theoreticians believe that the social intelligence will be very vital and essential for the leaders or managers who work in top positions, because the items such as right interaction, recognition of the personal attributes of individuals, and flexibility are among the important characteristics of the efficient leaders and managers. Since the social intelligence has a positive relation with the managerial capabilities, i.e., planning, organizing, directing, and control, it can predict the leader's performance and also has a crucial impact on creating the ability in employees to become the efficient leaders in the future (Khalegh-Khah and Hoseini, 2019).

Belton et al. (2016) quotes from Thorndike (1920) that the social intelligence is the ability to understand humans and act wisely in human interactions. Examining the different aspects of intelligence in organizational employees will lead to better decision-making on selection, training, and promotion of the future managers or leaders. Therefore, study on the natures of leaders' intelligence seems to be an essential matter for understanding the leadership concept in an organization (Hoseini et al., 2013). In addition, based on Belton et al. (2016), social intelligence is a major building block of developing and maintaining social relationships. Since the humans are social creatures and their jobs are the means to create social relations with others, it seems that social intelligence will effect on organizational commitment. Hence, this study intends to examine the relationships between social intelligence and organizational commitment, and in so doing, some concepts relating to the aforesaid variables have been firstly presented and then, the conceptual model of the research has been offered based on the literature review and the research background.

### 1.1. Literature Review

#### 1.1.1. Social Intelligence

Over the recent years the growth rate in researches related to emotional and social intelligence has accelerated as these concepts are the dire need of the society today (Habeeb, 2019). Interest in social intelligence has known a renaissance under the general term of social effectiveness constructs. The abilities of emotional intelligence are the basis for the construction of human relation, communication ability, and sensitivity to errors which are described as social intelligence. Social intelligence defines in terms of behavioral outcomes as one's ability to accomplish relevant objectives in specific social settings. It may be regarded as an overall construct for understanding how successfully people manage social relationships. A key aspect of social intelligence development is learning to be as clear and present as possible. Besides, leadership as a social process that is the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the

organization. Some emerging leadership theories imply that social intelligence is more important for leaders, because cognitive and behavioral versatility and flexibility are important characteristics of competent leaders. Individuals who are socially intelligent appear to experience a rich, meaningful life, as opposed to truncated affective experiences. Furthermore, aspects of social intelligence have been found to be associated with enhanced social problem-solving abilities, experienced leadership, and positive interpersonal experience. Social intelligence can serve as a foundation for, and help facilitate in the leadership effectiveness and success. It is suggested to measure a manager's social intelligence and help him or her develop a plan for improving it (Beheshtifar & Roasaei, 2012).

According to Boyatzis and Ratti (2009), a social intelligence competency is the ability to recognize, understand and use emotional information about others that leads to or causes effective or superior performance. Moreover, in a society where social relationships are a crucial component of everyday life, having enduring and enjoyable social ties not only promotes happiness but also better health (Belton et al., 2016). Furthermore, based on Patel (2014), children with social intelligence are able to:

1. See hidden aspects of a communicative situation that involves the clash of interests,
2. Create multiple perspectives of this situation, and
3. Manipulate with these perspectives with the aim to mislead, deceive or attract a communicative partner in order to achieve their goals in an indirect way, while avoiding a confrontation with the partner at the same time.

#### *1.1.2. Dimensions of Social Intelligence*

Habeeb (2019) addresses the dimensions of social intelligence quoting from Dr. N. K. Chadda and Usha Ganeshan (2005) as the following items:

1. Patience: Calm Endurance under stressful conditions.
2. Cooperativeness: Ability to interact with others in a pleasant way to be able to view matters from all angles.
3. Confidence Level: Firm trust in oneself and ones chances.
4. Sensitivity: To be acutely aware of and responsive to human behavior.
5. Recognition of Social Environment: Ability to perceive the nature and atmosphere of the existing situation.
6. Tactfulness: Delicate perception of the right thing to say or do.
7. Sense of Humor: Capacity to feel and cause amusement; to be able to see the lighter side of life.
8. Memory: Ability to remember all relevant issues; names and faces of people.

Based upon Habeeb (2019), Lowman and Leeman (1988) have obtained evidence for three dimensions of Social Intelligence: social needs and interests, social knowledge, and social ability. Promsri (2019) addresses to three essential components of social intelligence including social information process (SP), social skills (SS), and social awareness (SA) by quoting from Silvera et al. (2001). In addition, by examining the three dimension of social intelligence (SP, SS, and SA), Doğan and Eryilmaz (2014) have concluded that “social skill (SS)” is a dimension of social intelligence that best explains happiness. They have also emphasized that social intelligence is an important factor for the happiness of university students. In addition, according to Karl Albrecht, “More people have lost jobs, friends, and mates because of social incompetence than for all other causes.” Social Intelligence is the

ability to get along well with other people and to get them to cooperate with you. In this stimulating and informative lecture, Karl explains the basic concept of social intelligence – “SI”; shows how this critical set of skills determines a great deal of personal and professional success; and offers a useful formula – his “S.P.A.C.E.” model – for defining, assessing, and developing SI skills. The S.P.A.C.E. formula – Situational Awareness, Presence, Authenticity, Clarity, and Empathy – provides a clear, coherent, and practical foundation for personal and professional effectiveness, team performance, and even organizational effectiveness. Moreover, in a 2014 study, Frankovský and Birknerová (2014) present an analysis of the extracted factor structure of the MESI methodology which represents the psychometric approach to studying and measuring social intelligence. The structure of the MESI methodology incorporates manipulation, empathy and social irritability.

### 1.2. Organizational Commitment

Organizational commitment has an important place in the study of organizational behaviors (Yucel and Bektas, 2012). Organizational commitment is the result of employees' experiences with their organizations. Organizational commitment characterizes employee's relationship with the organization and a psychological condition that will affect the decision of the organization to continue or not to continue membership (Cetin, 2020). Organizational commitment has significant impacts on employee’s performance at work. Commitment might enhance or inhibit employees’ willingness to do the job, as such it affects their job productivity and quality. Organizational commitment provides gradual need fulfilment, as it addresses employees’ emotional attachment and sense of responsibility to the company (Loan, 2020).

Human resources in the organization are very important factors for the effectiveness of activities within the organization. Existing human resources must also be required to contribute in realizing the goals the organization wants to achieve. To be able to achieve this goal, many factors influence it, including internal organizational factors such as organizational commitment and compensation, where the two components have a role in determining the performance produced by employees (Vizano et al., 2020). Benkarim and Imbeau (2021) have defined the organizational commitment by quoting from early four researchers as shown in Table 1.

**Table1.** Definitions of organizational commitment

Author	Definition
Becker (1960)	Employee’s need to pursue working in an organization because of costs associated with leaving it.
Grusky (1966)	The strength of an individual’s attachment to an organization. The factors that influence this strength are the rewards received from the organization and the required experiences to receive them.
Kiesler & Sakumura (1966)	The link that binds an individual to behavioral acts
Kanter (1968)	Employee’s willingness to invest their energy and loyalty in a given organization.

According to AlKahtani et al. (2021), job satisfaction increases employees’ commitment towards organization and employee empowerment has a significant and positive impact on organizational commitment. Also, Yucel and Bektas (2012) address the positive correlation of organizational commitment with job satisfaction. Moreover, based on Aamir Abbas and Tayyeb Riaz (2018), managers and policy makers should focus on job satisfaction, as it will increase the organizational

commitment. These researchers also emphasized that manager should focus on several aspects which make the job of employees satisfied if they want to make employees committed to organization.

Quoting from Mowday et al. (2013), Alsughayir (2021) addresses the characteristic of organizational commitment as:

- Strong belief in organizational values and acceptance of organizational goals
- Willingness to go the extra mile for the sake of the organization
- A high desire for maintaining an organizational membership

### 1.3. Dimensions of Organizational Commitment

Loan (2020) presents three components for organizational commitment (affective, normative, continuous) which have been proposed by Meyer and Allen (Meyer & Allen, 1984, 1997; Allen & Meyer, 1990). Also, Meyer and Allen stated that commitment should be considered a psychological state as it refers to employees' acceptance of work relations. This acceptance is fundamental to their continuance to be a member of the organization. There are three forms of organizational commitment: (a) affective commitment, referring to the emotional attachment of an employee with the organization, (b) normative commitment, emphasizing the importance of obligations, and (c) continuous commitment, referring to employees' awareness of the consequences of leaving the organization (Loan, 2020).

Murray and Holmes (2021) addresses to the three components for organizational commitment as: affective (want to stay), continuance (need to stay), and normative (ought to stay). In addition, Aamir Abbas and Tayyeb Riaz (2018) presented three similar types for organizational commitment based on the previous researches along with the following definitions:

1. Affective commitment: In a particular organization the organizational commitment includes the potency or ability of individual and recognition involvement.
2. Continuance commitment: Continuance commitment is related to staying in an organization for the sake of expenses of leave or compensation. Such type of commitment is occurred when an employee thinks that he or she is not having ability to compete in market or in area of interest.
3. Normative commitment: This type of commitment shows that employees feel their responsibility or objective to stay in an organization and it's in their mind that staying there is a correct option.

Like the above-mentioned studies, Cetin (2020) introduces three components of continuance commitment, affective commitment and normative commitment in the proposed conceptual model. However, based upon Vizano et al. (2020), organizational commitment has three components of affective commitment, sustainability commitment, and normative commitment. One the other hand, Golshan Pour Ataghvari (2017) argues about the factors which influence organizational commitment after the arrival of an individual to the organization, and then, mentions the items such as job satisfaction, appropriate promotion system, appreciation of services, social service, occupations, retirement benefits, education, and history. He also addresses the dimensions of commitment including the followings:

1. Commitment to customers or clients
2. Commitment to the organization

3. Commitment to own self
4. Commitment to working individuals and groups
5. Commitment to work

## 2. Designing the Conceptual Model

Considering the components defined for the main variables of Social Intelligence and Organizational Commitment, the Conceptual Model of the research can be designed as shown in Figure 1.

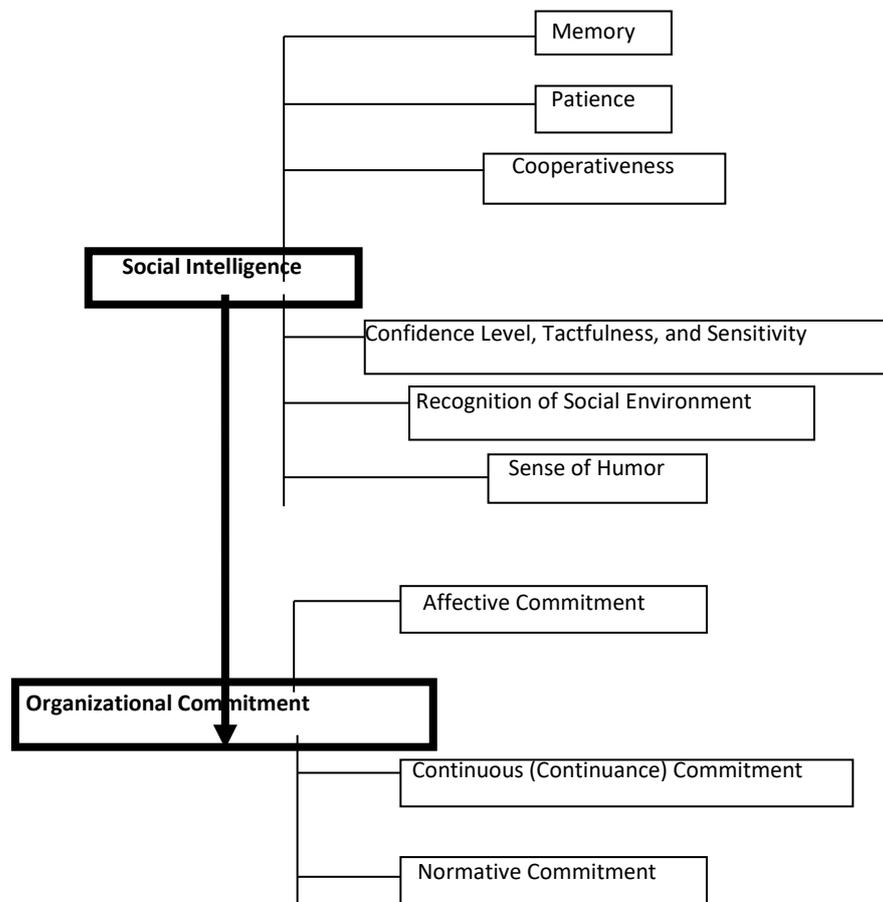


Figure1. The designed Conceptual Model for the research

## 3. The description of the Components in the Model

According to Habeeb (2019), Arab-Chadegani (2009), and Chaddha & Usha (2005), the components specified for Social Intelligence have been described as follows:

1. Memory: ability to remember names, faces of people, and familiar places in daily life
2. Patience: Calm Endurance under stressful conditions
3. Cooperativeness: ability to interact with others help them view matters from all angles
4. Confidence Level, Tactfulness, and Sensitivity: firm trust in oneself and one's chances, delicate perception of the right thing to say or do, and to be acutely aware of and responsive to human behavior

5. Recognition of Social Environment: ability to perceive the nature and atmosphere of the existing situation
6. Sense of Humor: Capacity to feel and cause amusement and be able to see the lighter side of life

Based upon Ellonen (2020), Moghimi (2001), Taleb-Pour (2001), and Meyer & Allen (1991), the components determined for Organizational Commitment have been commented as below:

1. Affective Commitment: it includes the affective dependence of employees to be identified with the organization and also being involved in organizational activities. Affective commitment is usually seen as the positive dimension of organizational commitment. Affective commitment means that the employee has some kind of deeper emotional connection to the company and continues to work there because he or she wants to be part of that organization or wants to do the job.
2. Continuous (Continuance) Commitment: it encompasses the kind of commitment which is based to value the organization, so that the employee becomes a part of organizational life. Continuance commitment means being committed to the organization because of understanding the consequences of leaving the company and terminating the employment. The continuance commitment can be negative for employee well-being, meaning that the more employees are continuously committed, the more they may experience stress, conflict between work and family, and perhaps lower life satisfaction.
3. Normative Commitment: Normative commitment is defined more as a feeling of obligation to remain with an organization. This may be the result of adopting the norms that focus on a person in the beginning of an employment, when the employee enters the organization's social norms. Normative commitment can also develop if the organization has given something in advance, e.g. paid for an education or something similar or perhaps just the costs of training one for the job. This might create a feel of obligation for the employee to stay within the organization until the debt has been paid. However, in this kind of commitment, the individuals believe in the continuance of their works and activities as a personal duty.

#### **4. Discussion and Conclusion**

In the new age of global advancements which is accompanied by the rapid and challenging alterations, the organizational leaders and managers have to be equipped with the various knowledge and skills to attain their defined goals and also be able to present outstanding performance. Social Intelligence is a crucial basis which organizational leadership has been focused on it. The development of Social Intelligence depends upon the individual commitment toward the long-term growth and progress. It will be an invaluable change, because both the employees and organization in whole will be gradually improved. The efficient leaders create an organizational atmosphere which will strengthen their superior performance. The creation of a superior atmosphere for better performance requires the leaders, managers, and employees who benefit the high level of Social Intelligence and Organizational Commitment.

## References

- Aamir, A. R., & Tayyeb, R. M. (2018). The effect of internal marketing dimensions on organizational commitment of employees: An Investigation among Private Banks in Faisalabad, Pakistan (A study based on different dimensions of internal marketing). *European Online Journal of Natural and Social Sciences*, 7(1), 147-165. Retrieved from: <https://european-science.com/eojnss/article/view/5270>
- AlKahtani, N. S., Iqbal, Sh., Sohail, M., Sheraz, F., Jahan, S., Anwar, B., & Haider, S. A. (2021). Impact of employee empowerment on organizational commitment through job satisfaction in four and five stars hotel industry. *Management Science Letters*, 11, 1 - 10. Retrieved from: [http://www.growing-science.com/msl/Vol11/msl\\_2020\\_371.pdf](http://www.growing-science.com/msl/Vol11/msl_2020_371.pdf)
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology*, 63(1), 1-18 (cited by: Loan, L. T. M., 2020, The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10: 3307–3312).
- Alsughayir, A. (2021). The effect of emotional intelligence on organizational commitment: Understanding the mediating role of job satisfaction. *Management Science Letters*, 11, 1309–1316. <https://doi.org/10.5267/j.msl.2020.11.008>
- Arab-Chadegani, S. (2009). Building and normalizing the Social Intelligence Scale based on Dr. N. Chadha's Model among the females university students of Tehran Universities. *MA Dissertation*. Allameh Tabataba'i University, Tehran, Iran (in Persian).
- Becker, H. S. (1960). Notes on the Concept of Commitment. *Am. J. Sociol*, 66, 32–40 (cited by: Benkarim, A. & Imbeau, D., 2021, Organizational Commitment and Lean Sustainability: Literature Review and Directions for Future Research. *Sustainability*, 13(3357), 1-24.)
- Beheshtifar, M., & Roasaei, F. (2012). Role of Social Intelligence in Organizational Leadership. *European Journal of Social Sciences*, 28(2), 200-206. Retrieved from: [https://kipdf.com/role-of-social-intelligence-in-organizational-leadership\\_5ac442971723dd39c3d719e5.html](https://kipdf.com/role-of-social-intelligence-in-organizational-leadership_5ac442971723dd39c3d719e5.html)
- Belton, D. A., Ebbert, A. M., & Infurna, F. J. (2016). Social Intelligence. *Springer International Publishing Switzerland*. [https://doi.org/10.1007/978-3-319-31816-5\\_2393-1](https://doi.org/10.1007/978-3-319-31816-5_2393-1)
- Benkarim, A., & Imbeau, D. (2021). Organizational Commitment and Lean Sustainability: Literature Review and Directions for Future Research. *Sustainability*, 13(3357), 1 - 24. <https://doi.org/10.3390/su13063357>
- Boyatzis, R. E., & Ratti, F. (2009). Emotional, social and cognitive competencies distinguishing effective Italian managers and leaders in a private company and cooperatives. *Journal of Management Development*, 28(9), 821-838. <http://dx.doi.org/10.1108/02621710910987674>
- Cetin, A. (2020). Organizational Silence and Organizational Commitment: A Study of Turkish Sport Managers. *Ann Appl Sport Sci*, 8(2), 1-10. <http://dx.doi.org/10.29252/aassjournal.830>
- Chaddha, N. K., & Usha, G. (2005). Social intelligence scale. *Agra: National Psychological Corporation* (cited by: Habeeb, K. T., 2019, Dimension-wise analysis of social intelligence and suggestions to enhance social skills in adolescents. *International Journal of Reflective*

- Research in Social Sciences*, 2(2), 04-07. Retrieved from: <https://www.reflectivejournals.com/download/30/2-2-2.pdf>
- Doğan, T., & Eryılmaz, A. (2014). The Role of Social Intelligence in Happiness. *Croatian Journal of Education*, 16(3), 863-878. Retrieved from: <https://hrcak.srce.hr/128205>
- Ellonen, K. (2020). Organizational commitment in an environment with continuous change. Master's Thesis, International Business Management, ARCADA.
- Frankovský, M., & Birknerová, Z. (2014). Measuring Social Intelligence-The MESI Methodology. *Asian Social Science (Published by Canadian Center of Science and Education)*, 10(6), 90 - 97. <http://dx.doi.org/10.5539/ass.v10n6p90>
- Golshan Pour Ataghvari, M. (2017). Investigating the relationship between organizational commitment and job Burnout among social security organization employees in Gilan province. *Specialty Journal of Psychology and Management*, 3(2), 35-40. Retrieved from: <https://sciarena.com/storage/models/article/Y9AjKhj28Vk9VJqoXkBkEiYHb7iWEwHpFsGkqRiS8Zm3iC0Rz8CHRh6Rit0j/investigating-the-relationship-between-organizational-commitment-and-job-burnout-among-social-secu.pdf>
- Grusky, O. (1966). Career Mobility and Organizational Commitment. *Adm. Sci. Q.*, 10, 488 (cited by: Benkarim, A., & Imbeau, D. (2021). Organizational Commitment and Lean Sustainability: Literature Review and Directions for Future Research. *Sustainability*, 13(3357), 1-24. <https://doi.org/10.3390/su13063357>
- Habeeb, K. T. (2019). Dimension-wise analysis of social intelligence and suggestions to enhance social skills in adolescents. *International Journal of Reflective Research in Social Sciences*, 2(2), 04-07. Retrieved from: <https://www.reflectivejournals.com/download/30/2-2-2.pdf>
- Hoseini, S. Y., Pouzesh, A., & Yadollahi, Sh. (2013). Behavioral approaches of the leader's strategic intelligence in the organization. *The studies of Strategic Management*, 16, 17-38. Retrieved from: [https://pracownik.kul.pl/files/12439/public/3\\_David.pdf](https://pracownik.kul.pl/files/12439/public/3_David.pdf)
- Kanter, R. M. (1968). Commitment and Social Organization: A Study of Commitment Mechanisms in Utopian Communities. *Am. Sociol. Rev.* 33, 499 (cited by: Benkarim, A. & Imbeau, D. (2021). Organizational Commitment and Lean Sustainability: Literature Review and Directions for Future Research. *Sustainability*, 13, 3357, 1-24.)
- Khalegh-Khah, A., & Hoseini, S. R. (2019). Examining the role of Cultural Intelligence and Social Intelligence on the decision style of the governmental employees. *Journal of Social Psychology Reserch*, 9(34), 83-102. <https://www.sid.ir/en/Journal/ViewPaper.aspx?ID=740482>
- Kiesler, C. A., & Sakumura, J. (1966). A test of a model for commitment. *J. Pers. Soc. Psychol*, 3, 349–353 (cited by: Benkarim, A. & Imbeau, D., 2021, Organizational Commitment and Lean Sustainability: Literature Review and Directions for Future Research. *Sustainability*, 13, 3357, 1-24).
- Loan, L. T. M. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10, 3307–3312. <http://dx.doi.org/10.5267/j.msl.2020.6.007>

- Lowman, R. L., & Leeman, G. E. (1988). The dimensionality of social intelligence: Social abilities interest and needs. *Journal of Psychology*, 122, 279-290 (cited by: Habeeb, K. T., 2019, Dimension-wise analysis of social intelligence and suggestions to enhance social skills in adolescents. *International Journal of Reflective Research in Social Sciences*, 2(2), 04-07).
- Meyer, J. P., & Allen, N. J. (1984). Testing the "side-bet theory" of organizational commitment: Some methodological considerations. *Journal of applied psychology*, 69(3), 372-378 (cited by: Loan, L. T. M., 2020, The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction, *Management Science Letters*, 10, 3307-3312).
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource management Review*, 1, 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Meyer, J. P., & Allen, N. J. (1997). Commitment in the workplace: Theory, research and application. *Thousand Oaks, CA: Sage* (cited by: Loan, L. T. M. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10, 3307-3312).
- Moghimi, M. (2001). Organization and Management of Research Approach. Termeh Publications, The 2nd press, Tehran (in Persian).
- Mowday, R. T., Porter, L. W., & Steers, R. M. (2013). Employee - organization linkages: The psychology of commitment, absenteeism, and turnover. *Academic press* (cited by: Alsughayir, A., 2021, The effect of emotional intelligence on organizational commitment: Understanding the mediating role of job satisfaction, *Management Science Letters*, 11, 1309-1316).
- Murray, W. C. & Holmes, M. R. (2021). Impacts of Employee Empowerment and Organizational Commitment on Workforce Sustainability. *Sustainability*, 13, 3163. <https://doi.org/10.3390/su13063163>
- Patel, P. K. (2014). A New Success Formula: Social Intelligence. *International Journal for Research in Education (IJRE)*, 3(6), 33-43. Retrieved from: [http://www.raijmr.com/ijre/wp-content/uploads/2017/11/IJRE\\_2014\\_vol03\\_issue\\_06\\_06.pdf](http://www.raijmr.com/ijre/wp-content/uploads/2017/11/IJRE_2014_vol03_issue_06_06.pdf)
- Promsri, Ch. (2019). The Effects of Social Intelligence on Workplace Spirituality. *Journal of Advances in Social Science and humanities*, 5(5), 755-762. <http://dx.doi.org/10.1504/IJPMB.2022.121595>
- Rokni-Nejad, M. (2007). New theories and models of organizational commitment. *Published by: Training Center of Public Administration*, The third seminar on management, Tehran University, Vol.1 (in Persian).
- Silvera, D., Martinussen, M., & Dahl, T. I. (2001). The Tromsø Social Intelligence Scale: a self-report measure of social intelligence. *Scandinavian Journal of Psychology*, 34(4), 313-319 (cited by: Promsri, Ch., 2019), The Effects of Social Intelligence on Workplace Spirituality. *Journal of Advances in Social Science and humanities*. 5 (5), 755-762).
- Taleb-Pour, M. (2001). Analyzing and Explaining the job attitudes of the managers, employees, and scientific board members as well as their relationships with organizational atmosphere, *PhD thesis*, University of Tehran (in Persian).

- Mohadesi, E. (2022). Designing a conceptual model on the relationship between social intelligence and organizational commitment. *Global Journal of Psychology Research: New Trends and Issues*. 12(1), 40-50. <https://doi.org/10.18844/gjpr.v12i1.5667>
- Thorndike, E. L. (1920). Intelligence and its use. *Harper's Mag.* 140: 227-235 (cited by: Belton, D. A., Ebbert, A. M., & Infurna, F. J., 2016, Social Intelligence. *Springer International Publishing Switzerland*.) [https://doi.org/10.1007/978-3-319-31816-5\\_2393-1](https://doi.org/10.1007/978-3-319-31816-5_2393-1)
- Vizano, N. A., Utami, W., Johanes, S., Herawati, A., Aima, H., Sutawijaya, A. H., Purwanto, A., Supono, J., Rahayu, P., Setiyani, A., & Widayati, C. C. (2020). Effect of Compensation and Organization Commitment on Turnover Intention with Work Satisfaction as Intervening Variable in Indonesian Industries. *Sys Rev Pharm*, 11(9), 287 – 298. <https://dx.doi.org/10.31838/srp.2020.9.46>
- Yucel, I., & Bektas, C. (2012). Job satisfaction, organizational commitment and demographic characteristics among teachers in Turkey: Younger is better?. *Procedia - Social and Behavioral Sciences*, 46, 1598 – 1608. <http://dx.doi.org/10.1016/j.sbspro.2012.05.346>