

Investigating the Mediating Role of Social Support and Organizational Commitment on the Effect of Organizational Emotional Intelligence on Employee Job Satisfaction (Case Study: Mohandesi Sazan Co.)

Mirza Hassan Hosseini ^{1*}, Marzieh Fouladchang ²

¹. Assistant professor of Management, Department of Management, Payam-e-Noor University, Tehran, Iran.

². PhD Student of Business Management, Department of Management, Payam-e-Noor University, Tehran, Iran.

**Corresponding Author: Mirza Hassan Hosseini*

Abstract

Job Satisfaction is an emotion that improves productivity, enhances employees' motivation, and empowers employees. The purpose of this study was to examine the role of mediator of social support and organizational commitment on the effect of organizational emotional intelligence on employee's job satisfaction. This research is applied in terms of purpose and in terms of method is a descriptive-survey research. The statistical society is the research of all employees and managers of the engineering and construction company. The sample size is equal to the statistical population and 120 people. The data-gathering tool in this study is a standard questionnaire. The questionnaire consists of four parts. The first part consists of the related questions of emotional intelligence from Lau, Wang and Stone (2002), part 2 of social support questions from Zimm et al. (1988), the third part of organizational justice questions from Nayef and Muuman (1993)) And questions about job satisfaction from Martin, Perensa (2012). To assess validity, content validity and divergent validity were used and the results of this questionnaire were confirmed by Cronbach's alpha coefficient and combined reliability. For data analysis, descriptive statistics and structural equation modeling software Amos 3 were used. The results of this study indicate the role of mediator of organizational commitment and social support in the effect of organizational emotional intelligence on job satisfaction of meaningful employees. Considering the relationship between job satisfaction with emotional intelligence and organizational commitment and organizational support, managers need to increase programs Job satisfaction and empowerment of employees.

Keywords: Social Support, Organizational Commitment, Job Satisfaction, Organizational Emotional Intelligence

Introduction

Economic and social changes make organizations look for new ways to maximize the potential of their workers. Since the performance of any team member affects the performance of the entire organization, HR managers are constantly working to improve the performance of their employees as the most important asset of the organization. As a result, organizations use different ways to increase work results, loyalty and commitment. Organizations organize social activities for employees, create open channels for communication, provide opportunities for their development, as well as facilities for obtaining the latest technology; these are just a few of the actions they use staff to increase their satisfaction (Masadah, Wazir, Karajeh, 2014), and it is clear that employees today are considered to be the most important sources of organizations (Loeb & Phito, 2013). In this study, important and influential variables on job satisfaction have been investigated, among which the variables of emotional intelligence and social support and organizational justice have been selected. So far, no study has been conducted on the effect of mediation on the social support of organizational commitment on the relationship between emotional intelligence and job satisfaction. This study aims to fill this gap and increase the general understanding of these three variables.

Job Satisfaction

Job Satisfaction is the attitude or opinion of the staff towards their job or their work environment, and generally their emotional responses to their job responsibilities, and is one of the most effective indicators of organizational positive emotions (Yang, Song and Peng, 2015). Job Satisfaction is the general attitude of the individual about how he or she is defective in relation to occupations or in general in relation to different occupational spheres (Spector, 2007).

Emotional Intelligence

With the development of emotional revolution, the emotional and social intelligence of employees has attracted much attention in social and organizational psychology (Liu, 2018). These emotional abilities increase the performance of the employees and play a vital role in their productivity and efficiency (Aghdasi, Kayamanesh and Ibrahim, 2011). Emotional intelligence (EI) is a topic that many managers, educators, and scholars are interested in. Accordingly, they believe that emotional intelligence enhances employee satisfaction, EI as an ability to understand emotions and their relationships, to recognize meanings is the ability to solve a problem. This ability includes understanding your own feelings and others, the ability to self-manage and manage relationships (Vatskik, Rozzi, Coping, 2016).

Social support

Social support is a supportive measure that a person receives from his family, friends, organization, and other people to improve their relationships. Individual interactions with the family and the protection that one receives from the environment and others has positive effects on him (Golakti, 2010). Theories show that social support is a key factor in job satisfaction and the performance of an employee. Perceived social support is a sensation of social support. Social protection is defined as the material and spiritual assistance provided by various social sectors (ie, family, relatives and friends), which denotes the closeness and intimacy with the individual, by social relationships (Vishcula, Markova, and Linda, 2009). , Azkaya, Lars, 2014, Wang et al., 2014).

Organizational Justice

Organizational justice is linked to a fair set of fair practices associated with the fairness of organizations with their employees, and usually involves three parts, namely, distributive justice, interpersonal justice, and procedural justice. (Fernandes & Prometheus (2006), De Fabio, Palazsky, 2012)). Justice refers to the perception of the quality of behavior among individuals during the conduct of procedures (Carrick and

Williams, 2009). Procedural justice is an emotional feeling that the customer appreciates when the organization is worthy of it and the need for procedural justice is the factor that leads the customer to supervise the process of doing work (Lee and Williams, 1998). Distributive justice reflects employees' perceptions of fairness in the distribution and allocation of resources and rewards. In other words, the extent to which people consider rewards, upgrades, punishments, work plans, benefits, and performance appraisals in proportion to their performance (Ambros, 2002).

Research Hypotheses

Main Hypothesis

Emotional intelligence increases job satisfaction. This impact is indirectly exercised through the variables of social support and organizational justice.

Minor Hypotheses

1. It seems that the emotional intelligence variable has a significant effect on organizational justice.
2. The emotional intelligence variable seems to have an impact on social support.
3. It seems that the organizational justice variable has an impact on social support.
4. It is to be expected that the organizational justice variable has a significant effect on job satisfaction.
5. Social support variable seems to have a significant effect on job satisfaction.

Tools and Methods

The current research is applied in terms of its purpose and is descriptive-survey in terms of data collection. Library and field methods have been used to collect data. Using library studies, subject literature, research history and components were extracted. In addition, quantitative data has been gathered to test the hypotheses. In this regard, questionnaires have been distributed to the employees of the company and the results are included. In the data analysis section, the structural equation modeling model with partial least squares method approach and using smart PLS 3 software are used for comprehensive study of the conceptual model of research. This method is the best tool for analyzing articles in which the relationships between variables are complex, the sample size is small and the distribution of data is abnormal (Diamantopoulos et al., 2012). Structural equations modeling consists of two parts of the measurement model and the structural model, and the variables of the model are divided into two groups of hidden and obvious variables. In the measurement model, questions or indicators are used to measure each hidden variable, and the relationships between questions and indicators are analyzed. The structural model also contains all the connections between hidden variables in the model (Hier, Ringl, Sarsted, 2017).

In this paper, the variables of emotional intelligence, social support, job satisfaction and organizational justice are the main constituents. Each of these structures is based on the conceptual model of the paper, from different dimensions, each of which is characterized by indicators and questions. The surveyed society consists of all employees of the engineering and construction company. The sample size is equal to the statistical population and 120 people. The data-gathering tool in this study is a standard questionnaire. The questionnaire consists of four parts. The first part consists of the related questions of emotional intelligence from Lau, Wang and Stone (2002), part 2 of social support questions from Zimm et al. (1988), the third part of organizational justice questions from Nayef and Muuman (1993)). Finally, questions about job satisfaction from Martin, Provence (2012). In this study, a structural equation model will be used to confirm or disapprove research hypotheses.

Convergent Validity

Validity of the questionnaire was investigated by two convergent and divergent validity criteria, which is specific to structural equation modeling. If the correlation between the scores of tests that measure a

single attribute is high, the questionnaire is convergent. This correlation is necessary to ensure that the test measures what is to be measured. For the convergent validity, the mean of the extraction variance (AVE) of the results is shown in Table (1)

Table 1 shows the average results of variance extracted

Variable	mean extracted variance (AVE)
Social Support	0.713
Organizational Justice	0.868
Job Satisfaction	0.81
Emotional Intelligence	0818

If the results are greater than 0.4, the convergent validity of the questionnaire is acceptable (Hier, Ringl, Sarsted, 2017). All AVE values of the questionnaire are acceptable.

Divergent narrative

The difference between the indices of a structure with the indexes of other structures in the model is compared in this model, which is calculated by comparing the rotational AVE of each structure with the values of the correlation coefficients between the structures. In table (3), the elements on the main diameter of the root of the AVE coefficients of each structure are the lower values of the main diameter of the coefficients of correlation between each structure with other structures. This matrix is shown in Table (2):

	Emotional Intelligence Job	Job Satisfaction	Social Justice	Organizational Justice
Emotional Intelligence Job	0.904			
Job Satisfaction	0752	09		
Social Justice	0657	0714	0.932	
Organizational Justice	0.786	0.747	0.672	0.844

Table (2) AVE Ratio Matrix and Structural Correlation Coefficient Fornell Locker Criterion

According to Table (2), it can be concluded that the root of the AVE of each structure has increased its coefficient of correlation with other structures, which suggests the acceptability of the divergent validity of the structures.

Reliability

To test the reliability of the model, the Cronbach's alpha and the combined reliability of all variables are greater than 0.7. As can be seen in Table 3, based on the Cronbach's alpha and the reliability coefficient of reliability, all variables are approved.

Table 3 Model Reliability Table

	Cronbach's Alpha	Compound Reliability (CR)
social support	0.798	0.882
Organizational Justice	0.924	0.952
Job Satisfaction	0.765	0.895
Emotional intelligence (EI)	0.926	0.947

Data analysis

In this section, the demographic characteristics of individuals and respondents have been studied, which have collaborated on research and completion of the questionnaire. In the demographic information section, first, the general information of the respondents will be examined separately. Then, the model for the construct validity is presented, as well as the divergent validity. Subsequently, using the least squares approach, the relationships between the research variables and the main model of the research have been investigated. The raw data obtained from the statistical population were analyzed using appropriate statistical techniques, SPSS, and Smart PLS3 software, and then analyzed as information.

Test research hypotheses

Figure 1 shows the fitting of the structural model of the conceptual model. Since the fit indices obtained from the conceptual model (Chi-2 degrees of freedom 2.21, 0.8 = NFI, 0.07 = SRMR) are higher than the permissible limit (Hier, Sarsted and Ringle, 2017), the conceptual model has a good fit, that is, data Collected as well as the relationships between the conceptual model. Table 5 shows the summary of the results of structural equation modeling. At a confidence level of 99%.

Table 4 path coefficients, t statistics

Hypotheses	path coefficient	Statistics t	P value	result
Significance of the effect of emotional intelligence on organizational justice	0.637	12.47	0.00.	approved
Significance of the effect of emotional intelligence on social support	0.786	19.51	0.0.00	approved
Significance of organizational justice effect on job satisfaction	0.52	13.54	0.000	approved
Significance of the effect of organizational justice on social support	0.273	3.2	0.000	approved
Significant effect of social support on job satisfaction	0.487	6.2	0.000	approved

Test the main hypotheses

According to the results presented in Table (4) and the path coefficient and t in its available research, all the research hypotheses can be accepted. However, in order to test the association of mediators as the main hypothesis

Table 5 The indirect effect of intermediate variables

Main hypotheses	Indirect effect	Upper limit	lower limit	Mediation effect
Emotional Intelligence (Organizational Justice) Social Support	0.173	0.51	0.13	Partial mediation
Organizational Justice (Social Support) Job Satisfaction	0.05	0.18	0.04	Partial mediation
Emotional intelligence (organizational justice, social support) job satisfaction	0.133	0.263	0.09	Partial mediation

In Table (5), and in the light of the indirect effect of mediation, both organizational justice and social support are verified in part.

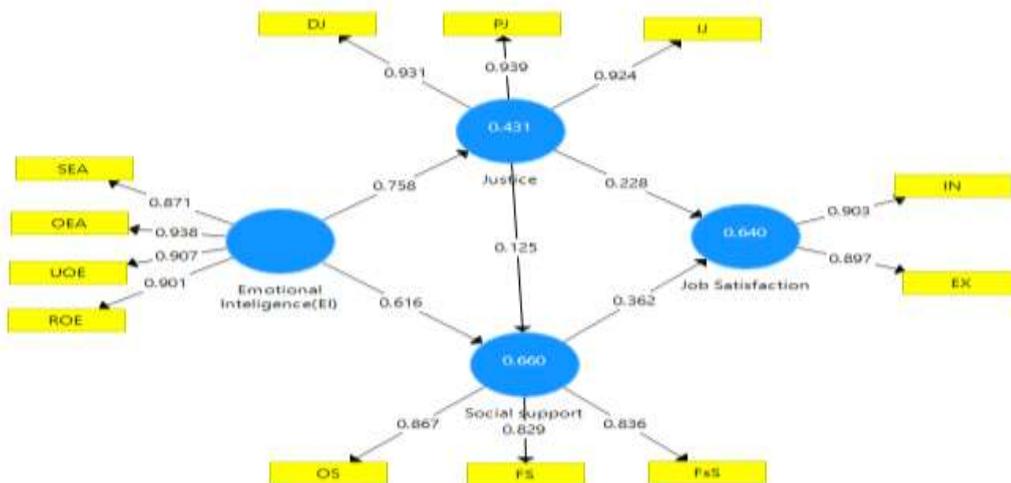


Figure (1) the standard coefficients of the research model

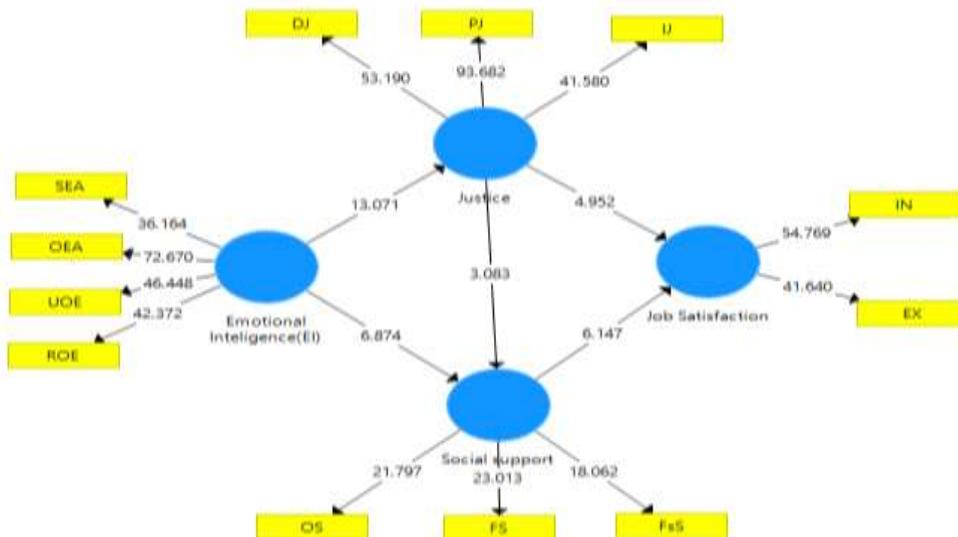


Figure (2) significant coefficients for research hypotheses

Discussion and conclusion

As stated, job satisfaction is an emotional effort to improve productivity and increase employees' motivation and empower employees. The results of this research on structural relationships between variables showed that the results are consistent with theoretical expectations and the hypotheses of the research the results of the research showed that the effect of emotional intelligence on indirect job satisfaction is through the variables of mediation of social support and organizational justice. The result of this research is related to the indirect effect of emotional intelligence on job satisfaction with findings. Liu, 2018, Myslere, 2014, Yang, Song and Peng, 2015, Schep and Zucker (2 013), Dong, Seo and Bartlett (2014), Seling, Petridas and Markoucheville (2015), Palmer et al. (2002), Alizadeh and Soleimani sections (1395), Azma, Brady Kare, Liri (1395) (2018) used the SEM method to determine the effect of emotional intelligence on job satisfaction with the role of mediator of social support, the results indicate

that this effect has been made, and by drawing a positive relationship model between EI and job satisfaction, this Shows that people at work with high EI are more likely to have job satisfaction than those with no EI. This finding is relatively consistent with Searucci et al. (2002) and Mayer et al. (1999). The results of the research show that social support has a mediating role between emotional intelligence and job satisfaction. Comparing the results of the present study with the results of similar previous studies shows that results are largely consistent. In Liu's (2018) study, social support as an intermediary increases the effect of emotional intelligence on job satisfaction. The results of this study are also the result of research by Totis (2013), Leo et al. (2010), Hsu (2011), Lambert, Hang and Barton (2002) and Edriscoll, Bepig, Caliat (2004) and Ardekani, Radmard, Rajabpour (1395). Other results of this research have a direct and positive effect of social support on job satisfaction. This is consistent with Liu's research, 2018, Tweets, 2013. Another result of the research is the direct and positive impact of organizational justice on social support, which is consistent with the research results of Yang, Song and Peng 2015. In addition, based on other research, perception of organizational justice affects organizational support (Zaki, 2008, Madani and Zahedi, 2005, Decinanc, 2010). Is the same. Another result of this research is the effect of emotional intelligence on organizational justice. As a result, Yang, Song and Peng, 2015, are consistent. In summary, the results of the research on the direct and indirect relationship of independent variables with job satisfaction and its components are consistent with theoretical perspectives. The important result of this study is that social justice plays a more important role in organizational satisfaction and social support in job satisfaction. If organizations want to achieve more job satisfaction among their employees, they should show more social protection than their employees should.

Resources

- Afkhami Ardakani, Radmard, Seyed Ghader, Rajab Pour. (1395). Investigating the role of social support moderator in the relationship between work-family conflict and job satisfaction. *Management of Organizational Culture*, 14 (1), 97-116.
- Alizadeh, Mohammad Reza, Soleimani, Neda. (1395) The Study of the Relationship between Emotional Intelligence and Job Satisfaction of the Employees of the Area of the eight Gas Transmission Operations of the National Iranian Gas Company of Iran, *Sociology*, Vol. 8, No. 30, pp. 139-159.
- Ambrose, M.L. (2002). Contemporary justice research: A new look at familiar questions. *Organizational Behavior and Human Decision Processes*, 89(1), 803-812.
- Azma, Fereydoun, Brodir, Karim; Erie, As. (1395). The Relationship between Emotional Intelligence and Job Satisfaction with Organizational Commitment of Employees of Mashkan Branches in Golestan Province. *New Research in Management and Accounting - No. 13* (24 pages - from 162 to 185).
- Beck, J. H. (2013). *Emotional Intelligence in Everyday Life*. U. K.: Psychology Press.
- Beehr, T. A., & McGrath, J. E. (1992). Social support, occupational stress and anxiety. *Anxiety, Stress, and Coping*, 5(1), 7-19.
- Ciarrochi, J., Deane, F. P., & Anderson, S. (2002). Emotional intelligence moderates the relationship between stress and mental health. *Personality and Individual Differences*, 32(2), 197–209.
- Civilian, hussein Zahedi, Mohammad Javad (2005) Determining the Priority of Effective Factors on Employee Organizational Commitment: A Case Study in Fajr & Bidbland Refining Companies, *Journal of Sociology*, Vol. 6, No. 1, pp. 3-32.
- Aghdasi, S., Kiamanesh, A. R., & Ebrahim, A. N. (2011). Emotional intelligence and organizational commitment: Testing the mediatory role of occupational stress and job satisfaction. *Procedia-Social and Behavioral Sciences*, 29, 1965-1976.

- Deconinck, James (2010) "The Effect of Organizational Justice ,Perceived Organizational Support, and Perceived Supervisor Support on Marketing Employees' Level of Trust", *Journal of Business Research*, 63. 1349-1355 .
- Diamantopoulos, A., Sarstedt, M., Fuchs, C., Wilczynski, P., & Kaiser, S. (2012). Guidelines for choosing between multi-item and single-item scales for construct measurement: a predictive validity perspective. *Journal of the Academy of Marketing Science*, 40(3), 434-449.
- Dong, Y., Seo, M. G., & Bartol, K. M. (2014). No pain, no gain: An affect-based model of developmental job experience and the buffering effects of emotional intelligence. *Academy of Management Journal*, 57(4), 1056-1077.
- Fernandes, C.; Awamleh, R. (2006). Impact of organizational justice in an expatriate work environment. *Management Research News*, 29(11), 701-712.
- Gülaçti, F. (2010). The Effect of Perceived Social Support on Subjective Well-being, *Procedia Social and Behavioral Sciences*, 2, 3844-3849.
- Lambert, E. G., Hogan, N. L., & Barton, S. M. (2002). The impact of work-family conflict on correctional staff job satisfaction: An exploratory study. *American Journal of Criminal Justice*, 27(1), 35.
- Law, K. S., Wong, C. S., & Song, L. J. (2004). The construct and criterion validity of emotional intelligence and its potential utility for management studies. *Journal of applied Psychology*, 89(3), 483.
- Llobet, J., & Fito, A. M. (2013). Contingent workforce, organisational commitment and job satisfaction: Review, discussion and research agenda. *Intangible Capital*, 9(4).
- Liu, D. (2018). Mediating effect of social support between the emotional intelligence and job satisfaction of Chinese employees. *Current Psychology*, 37(1), 366-372.
- Lu, L., Cooper, C. L., Kao, S. F., Chang, T. T., Allen, T. D., Lapierre, L. M., & Spector, P. E. (2010). Cross-cultural differences on work-to-family conflict and role satisfaction: A Taiwanese-British comparison. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 49(1), 67-85.
- Mayer, J. D., Caruso, D. R., & Salovey, P. (1999). Emotional intelligence meets traditional standards for an intelligence. *Intelligence*, 27(4), 267-298.
- Masa'deh, R., Maqableh, M., & Karajeh, H. (2014). A Theoretical Perspective on the Relationship between Leadership Development, Knowledge Management Capability, and Firm Performance. *Asian Social Science*, 10(6), 128-137.
- Martins, H., & Proença, T. (2012). Minnesota Satisfaction Questionnaire–Psychometric properties and validation in a population of Portuguese hospital workers. *FEP Journal–Economics & Management: Working Paper*, 471(1).
- Meisler, G. (2014). Exploring emotional intelligence, political skill, and job satisfaction. *Employee Relations*, 36(3), 280-293.
- Muschalla, B., Markova, M., & Linden, M. (2009). Perceived job-anxiety and general psychosomatic symptom load and perceived social support-Is there a relationship? *Work*, 37(1), 29-39.
- Niehoff, Brian P., and Robert H. Moorman. "Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior." *Academy of Management journal* 36, no. 3 (1993): 527-556.
- O'Boyle, E., & Ernest, H. (2011). The Relation between Emotional Intelligence and Job Performance: A Meta-Analysis. *Journal of Organizational Behavior*, 32(5), 788-818.
- Oh, H. J., Ozkaya, E., & LaRose, R. (2014). How does online social networking enhance life satisfaction? The relationships among on-line supportive interaction, affect, perceived social support, sense of community, and life satisfaction. *Computers in Human Behavior*, 30, 69-78.

- O'Driscoll, M. P., Brough, P., & Kalliath, T. J. (2004). Work/family conflict, psychological well-being, satisfaction and social support: A longitudinal study in New Zealand. *Equal opportunities international*, 23(1/2), 36-56.
- Ouyang, Z., Sang J., Li, P., & Peng, J. (2015). Organizational justice and job insecurity as mediators of the effect of emotional intelligence on job satisfaction: A study from China. *Personality and Individual Differences*, 76, 147-152.
- Pavlova, M. K., Körner, A., & Silbereisen, R. K. (2015). Perceived social support, perceived community functioning, and civic participation across the life span: evidence from the former East Germany. *Research in Human Development*, 12(1-2), 100-117.
- Palmer, B., Donaldson, C., & Stough, C. (2002). Emotional intelligence and life satisfaction. *Personality and individual differences*, 33(7), 1091-1100.
- RAFIEI, M., Jahani, F., & Mousavipour, S. (2011). Evaluation of job satisfaction among faculty members of Arak University of Medical Sciences in 2010.
- Ru Hsu, Y. (2011). Work-family conflict and job satisfaction in stressful working environments: The moderating roles of perceived supervisor support and internal locus of control. *International journal of workers*, 32(2), 233-248.
- Shooshtarian, Z., Ameli, F., & Aminilari, M. (2013). The Effect of Labor's Emotional Intelligence on Their Job Satisfaction, Job Performance, and Job Commitment. *Iranian Journal of Management Studies*, 6(1), 27-43.
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2017). Partial least squares structural equation modeling. In *Handbook of market research* (pp. 1-40). Springer International Publishing.
- Siegling, A. B., Petrides, K. V., & Martskvishvili, K. (2015). An examination of a new psychometric method for optimizing multi-faceted assessment instruments in the context of trait emotional intelligence. *European journal of personality*, 29(1), 42-54.
- Scheibe, S., & Zacher, H. (2013). A lifespan perspective on emotion regulation, stress, and well-being in the workplace. In *The role of emotion and emotion regulation in job stress and wellbeing* (pp. 163-193). Emerald Group Publishing Limited.
- Spector, peter. (2007). *Job satisfaction*, Sage Publications, Thousand oaks London New Delhi.
- Thoits, P. (2013). Self, identity, stress, and mental health. In C. Aneshensel, J. Phelan, & A. Bierman (Eds.), *Handbook of the sociology of mental health* (pp. 357-377). Dordrecht: Springer Netherlands
- Vratskikh, I., Al-Lozi, M., & Maqableh, M. (2016). The impact of emotional intelligence on job performance via the mediating role of job satisfaction. *International Journal of Business and Management*, 11(2), 69.
- Wang, X., Cai, L., Qian, J., & Peng, J. (2014). Social support moderates stress effects on depression. *International Journal of Mental Health Systems*, 8(1), 1-5.
- Zaki, Mohammad Ali (2008) *The Organizational Commitment of Teachers and Investigating its Influential Factors*, The Journal of Humanities, University of Tehran (Text in Persian) Hossein (AS). *Islamic Education* (8th), 17th Year, No. 77, pp. 97-124.
- Zimet, G. D., Dahlem, N. W., Zimet, S. G., & Farley, G. K. (1988). The multidimensional scale of perceived social