



## Relationship of emotional intelligence and organizational commitment in airlines business: case study of ground attendants at airport in Thailand

**Rojanard Waramontri**, College of Hospitality Industry Management; SuanSunandha Rajabhat University,  
[rojanard.wa@ssru.ac.th](mailto:rojanard.wa@ssru.ac.th)

---

**Abstract-** There is an increasing number of studies in relations to emotional intelligence and management. Moreover, various factors in an organization that are affected by the employees' emotional intelligence are the topic of interest. As the researcher's experiences in airline business, this study aimed to find the relationship among emotional intelligence and organizational commitment of managers in the airline business. Data was collected from 60 ground attendants of different airlines in Suvannabhumi airport in Thailand using questionnaire method. Emotional intelligence and organizational commitment scale developed by Allen and Mayer (1990), were used as tools for data collection. The result indicated that ground attendant managers in both low cost and full service airlines had no significant difference on emotional intelligence scale. Hence, the full service airline ground attendant managers had higher level of organizational commitment than ground attendant managers of low cost airlines. The results also revealed that there was a positive relationship between emotional intelligence and the organizational commitment of ground attendant managers. This study developed suggestions for additional research, provide practical advice for airlines about the management of ground attendants' emotional intelligence.

**Keywords:** Emotional Intelligence, Organizational Commitment, Managers, Airlines

### I. INTRODUCTION

The airline industry played an important role in the service industry. Furthermore, the airlines have developed their strategies not only enhancing the quality of service but also focusing on the maintenance of flight safety as well. These strategies contribute positive opinions about the airlines and encourage passengers to appreciate the service delivery of the airlines. Ground attendants are those that support the airline in customer service from within the airport. Within the airline industry, ground attendants work towards providing a safe and comfortable environment for the passengers. They are tasked to verify the service quality through various responsibilities as check-in passengers, check out tickets, and announce boarding sections. In addition, they have to respond to telephone inquiries about flight departure and arriving information along with taking reservations. Aside from the assistance, they provide assisting customers that search for help, whether it be about flight seats or concerns with where specific terminals are. Therefore, there are challenges one has to face as a ground attendant. Emotional intelligence is the key to success. Some of the skills in emotional intelligence are to control behavior and private emotions in order to maintain positive interactions with passengers become vital. There have been studies on emotional intelligence among flight attendants addressing their experiences of emotional exhaustion. In this study, the goal was to develop suggestions and give practical advice for airlines and related management organizations about the management of emotional intelligence of ground attendants. The research objectives are as follows:

1. To measure the difference between low cost airline ground attendant managers and full service airline ground attendant managers on emotional intelligence scale.
2. To estimate the difference between low cost and full service ground attendant managers on organizational commitment scale.
3. To determine the impact of emotional intelligence on organizational commitment among ground attendants

Hypotheses:

Ho1: There is no significant difference between emotional intelligence of ground attendant managers in low cost and full fare airlines.

Ho2: There is no significant difference between organizational commitment of ground attendant managers in low cost Sector and full fare airlines.

## II. LITERATURE REVIEW

According to Diggins (2004), the best managers need to exhibit emotional intelligence to make decisions that combined self management, relationship skills, and an awareness of how their behavior affects others in the organization. In addition, Jackson and Rothmann (2006) conducted a research on organizational commitment among educators revealed that organizational commitment not only affects on physical and psychological ill-health but also affect on job insecurity, physical and psychological health. Furthermore, Adeyemo (2007) revealed the findings of the study that job satisfaction had a significant impact on organizational commitment which also verified that emotional intelligence mediated the relationship between job satisfaction and organizational commitment. Therefore, it was concluded that emotional intelligence could be used to potentiate the organizational commitment among staff. Also, in 2008, Gubryuz, Guney, Aydn and Asan explored in their research work named "The Mediating Effect of Job Satisfaction Between Emotional Intelligence and Organizational Commitment of Nurses. They found that job satisfaction was a mediator between emotional intelligence and organizational commitment. While the process of trust for relationships between employee and customers in the banking sector was investigated by Hefferman et al (2008). The results showed that the trust comprised up of three components: expectations, knowledge, and dependability. In addition, Rastogi and Rathi (2009) explored the relationship among emotional intelligence, occupational self efficacy, and organizational commitment in organizations India. The findings of the study implied that emotional intelligence and occupational self-efficacy were related with a variety of organizationally desirable outcomes. In academic sector, Seyal and Afzaal (2013) conducted a research of an academic staff in the university in Brunei Darussalam. The researchers examined the level of job satisfaction by measuring relationships between emotional intelligence and organizational commitment. The findings of the study suggested that emotional intelligence would increase in the productivity especially address the staff turnover and satisfaction which is a crucial tool to deal with the condition of under staffing in the newly established technical university. Refer to the research by Fard and Khan (2014), the elements of emotional intelligence were verified as self-control, self-awareness, self-motivation, social skills and social consciousness. The results of the study confirmed the relationship between the components of emotional intelligence and organizational commitment. Refer to the research of Alikhani et al. (2015), it was concluded that employee with high emotional intelligence had the ability to regulate the pleasant mood, mental state and stress control. To sum up, they also had high motivation and hope to achieve their aims at the failure.

## III. METHODOLOGY

The respondents for the study were selected from different airlines including low cost airlines and full service airlines located in Suvarnabhumi airport in Thailand. The sample consists of 60 ground attendant managers. Out of 60 respondents who have participated in this research, 68% of them are females while the remaining are males (32%). In terms of age of the respondents, the highest percentage is from age between 31-40 years (32%), followed by below- 30 years (30%), 41-50 years (20%) and 51-above years (18%). Majority of respondents working in these selected airlines are having below-10 years work experience (43%) followed by 11-20 years (27%), 21-30 years (18%) and 31-above years (12%). The respondent includes ground attendants of different managerial levels which comprises of lower level managers (40%), middle level managers (30%) and top level managers (30%). To accomplish the responses regarding the Organizational Commitment, a scale developed by Meyer, Allen and Smith (1993) was used. The reliability of the scales of organizational commitment has been estimated with the support of Cronbach's alpha and values of reliability. To determine the impact of Emotional Intelligence on Organizational Commitment of Ground attendants (Total, N=600) the linear regression analysis was utilized. The implication of Emotional Intelligence as an independent variable and Organizational Commitment as a dependent variable.

#### IV. RESULTS

This research conducted to find the relationship between emotional intelligence and organizational commitment among the ground attendants in airline business. The t-test, correlation analysis and regression analysis have been used as statistical tools to analyze the data. The results from the t-value have demonstrated to be insignificant at both 0.01 and 0.05 level of significance. So, it can be illustrated that on emotional intelligence scale, there is no difference between the ground attendant managers of low cost airlines and full service airlines. Therefore, the hypothesis 1 has been accepted. The results are rational with the research of Deshwal (2015). Organizational commitment is very crucial to organizations because organization could retain strong workforce. Next, the result of the mean scores and t-value have demonstrated the hypothesis 2 has been rejected. So, it can be interpreted that the ground attendant managers of full service airlines are more committed. The correlation values of emotional intelligence with organizational commitment has shown to be positive and significant at 0.01 level. The results of regression analysis show that emotional intelligence has impact on organizational commitment. Therefore, the findings confirmed that emotional intelligence has positive and significant impact on organizational commitment. Moreover, the results lead to understanding of the higher level of emotional intelligence of ground attendants is, the higher commitment towards the organization will contribute. The result is supported by the studies conducted by Adeyemo (2007); Rezaeian and Koshtehgar (2008); Rastogi and Rathi (2009); Mohamadkhani and Lalardi (2012); Nikkheslat et al. (2012); Alikhani et al. (2015), who found a positive and significant relationship between emotional intelligence and organizational commitment.

#### V. DISCUSSION AND CONCLUSIONS

From the above findings, it can be summarized that there is positive and significant relationship between emotional intelligence and the organizational commitment of the ground attendant managers. Emotional intelligence also has positive and significant impact on organizational commitment. The key success factor of organization in airline business is affected by the commitment among the ground attendants. So, the author suggested to managers in the airlines business to consider utilizing measures to increase organizational commitment. Furthermore, managers in other department could imply the findings of the study as well. For instance, the human resource department could provide training programs about emotional intelligence that would be helpful for positive work environment and increase employee commitment towards the organization. Furthermore, the future research should be conducted in other sectors in the airport such as immigration office. Also, the study of other sectors in the airline business as flight attendant should be taken into consideration in future researches.

#### REFERENCES

1. Adeyemo, D. A. (2007). Emotional intelligence and the relationship between job satisfaction and organizational commitment of employee in public parastatals in Oyo State, Nigeria. *Pakistan Journal of Social Sciences*, 4(2), 324-330.
2. Alikhani, M., Aghili, R., Arzhang, N., Yadollahi, A., & Shafahi, S. (2015). Examining the relationship between emotional intelligence, organizational commitment and job satisfaction among managers. *GMP Review*, 16, 272-276
3. 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, 1-18.
4. Deshwal, S. (2015). A Comparison of Emotional Intelligence between Government and Private Sector Employees. *International Journal of Applied Research*, 1(4), 177-178.
5. Fard, M. S., & Khan, N. I. (2014). Examine the relationship between the elements of emotional intelligence and organizational commitment of employees (the Employee's Municipality of 5th region Tehran). *WALIA Journal*, 30(S1), 346-349.
6. Goleman, D. (1998). Working with emotional intelligence. New York: Bantam
7. Guleryuz, G. S., Guney, E., Aydine, O. & Asan. (2008). The Mediating Effect of Job Satisfaction Between Emotional Intelligence and Organizational Commitment of Nurses. *International Journal of Nursing Studies*, 45 (11), 16-25.
8. Jackson, L., & Rothmann, S. (2006). Occupational stress, organizational commitment, and ill-health of educators in the North West province. *South African Journal of Education*, 26, 75-95.

9. Mayer, J. D., & Salovey, P. (1997). What is emotional intelligence? In P. Salovey & D. Sluyter (Eds.). *Emotional development and EI: Educational implications*. New York: Perseus, pp. 3-31.
10. Meyer, J. P., & Allen, N. J. (1997). *Commitment in the Workplace: Theory Research and Application*. Thousand Oaks, CA: Sage.
11. Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupation: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78 (4), 538-551.
12. Mohamadkhani, K. & Lalardi, M., N. (2012). Emotional intelligence and organizational commitment between the hotel staff in Tehran, Iran. *American Journal of Business and Management*, 1(2), 54-59.
13. Nikkheslat, M., Saleki, Z., Asgharian, R., & Hojabri, R. (2012). The Relationship between Emotional Intelligence and Organizational Commitment: The Mediating Role of Job Satisfaction. *International Journal of Research in Management & Technology (IJRMT)*, 2(5), 495-498.
14. Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.
15. Ratogi, R., & Rathi, N. (2009). Assessing the relationship between emotional intelligence, occupational self-efficacy and organizational commitment. *Journal of the Indian Academy of Applied Psychology*, 35(SI), 92-102.
16. Rezaeian, A., & Koshtehgar, A. (2008). Investigation of relationship between emotional intelligence and organizational commitment. *Management Vision*, 7 (27), 27-39.
17. Seyal, A. H., & Afzaal, T. (2013). An investigation of relationship among emotional intelligence, organizational commitment and job satisfaction: evidence from academics in Brunei Darussalam. *International Business Research*, 6 (3), 217-228.