
Assessing the Relationship between Emotional Intelligence and Organizational Commitment

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Abstract:

In this present competitive world the organizations are facing many challenges which are leading to restructuring, reengineering and downsizing. Hence it is more required to know about the factors which are influencing the organizational commitment levels of the employees. The main aim of the study is to identify the association of emotional intelligence with organizational commitment levels of the employees in the organization. The samples of 256 employees were selected from the IT sector. As the data was not normal Spearman rank correlation was used for testing the association which showed moderate positive significant relationship between Emotional intelligence and organizational commitment. The application of factor analysis extracted five factors influencing Organizational commitment mainly compensation management, leadership, reward system, job security and growth. Kruskal-Wallis test was used to test the mean differences. These five factors were having significant mean differences with the demographic variables.

Key words: *Compensation, Emotional intelligence, Growth, Job security, leadership, Organizational commitment and Reward system.*

Introduction: The world is growing at a very faster rate. The industries need to be very competent enough to sustain in the market. The employees of the industries play a very major role in making the firm to with stand and face the competent world. As the competition is very strong the sort of the stress and strain is faced by the employees in the organization along with the management. The employees must be competent enough to know and manage their emotions in their day today life. To contribute at a higher rate the employees should not only know about their emotions but also should know about the others emotions. Every organization needs committed employees in order to meet the present competitive world and to with stand in the market. Many researchers in their studies showed that organizational commitment of the employees resulted to number of benefits such as performance, growth, reduced labor turnover and reduced employees' absenteeism. The factors influencing the organizational commitment are very wide in nature. This study is an attempt to identify the factors influencing the organizational commitment levels of the employees along with association with their emotional intelligence levels.

Emotional intelligence: Emotional intelligence is the great word which came into existence because of the two researchers **Peter and John** and it was familiarized by Daniel Goleman. In simple it can be defined as the understanding and managing our own emotions along with understanding and managing others emotions. In reality it knows about ours and others emotions and their impact on us both positive and negative. When a question of success and happiness comes to the mind emotional intelligence is the major competency required than that of the intellectual skills. Emotional intelligence helps the individual in building strong relationships, success in career and life helping to achieve goals. It is the ability which helps in identifying, using, understanding and in managing of emotions in a positive way to relieve stress and communicate effectively as well helps in being empathetic, by overcoming challenges and defuses conflicts. There are four components of emotional intelligence according to Daniel goleman. These are the **components** which are selected in this study.

1. Self-awareness: this component helps in knowing our own emotions and helps in knowing how to manage them rather than they manage us.
2. Social skills: this component helps how to maintain relationship with others in the organization and enhances our interpersonal skills.
3. Motivation: this helps to motivate ourselves and as well others in doing their job much effectively and efficiently
4. Empathy: this helps in understanding others views and opinions.
5. Self-regulation: this component helps in knowing how to regulate the emotions which have much effect on us.

Emotional intelligence is very important in career life as well in the personal life, because of the following important reasons. It effects:

1. Performance of the individual at the work place
2. Physical health
3. Mental health
4. Interpersonal relations

All the actions are being performed by the brain whenever the situation is making you stressed and causing disturbance to your thinking thought this ultimately results in your emotional imbalance leading your performance to decline. Hence every employee as well as the individual has the essentiality to know about the emotions which influence them a lot and should work out on them to manage them in a planned way.

Memory is the one aspect interlinked with the brain. This plays an important role in memorizing the things to have perfect decision making system so that you will not repeat the same mistakes which you have done earlier in the decision making system. Hence emotional memory is required for every individual of the organization to take part in decision making system. Every individual in the organization should improve emotional intelligence and abilities in decision making system by knowing and managing his or her own emotions. So that every individual can manage stress and become a good communicator in the work place.

Emotional intelligence can be developed by overcoming stress, staying focused and having contact with yourself and others. Emotional intelligence can be learned by few following skills:

-) The capability to overcome stress in the variety of situations.
-) The capability to know your emotions and keep your irresistible to them.
-) The capability to be in contact with others by non verbal communication
-) The capability to apply humor in the challenging contexts.
-) The capability to resolve the conflicts positively with confidence.

Organizational commitment:

In the present days of the working environment organizational commitment has become a biggest major factor as it makes to understand the organization behavior and also forecasts the attitude of the employee in continuing his or her services to the organization. There are many researchers who defined organizational commitment. Few definitions are given below:

-) O'Reilly (1989, p 17), "an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization".
-) Miller (2003, p 73) also states that organizational commitment is "a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization".

There are three important models of organizational commitment like affective, continuance and normative models. The organizational commitment has both negative and positive effects on the firm. Negative effects like fear of failure and success, persistent procrastination etc.,. Positive effects like over loyal employees, extreme high level of energy etc.,.

Review of literature:

) Maryam et al (2012) investigated on relationship between emotional intelligence and organizational commitment. There was a positive relationship between emotional intelligence and organizational commitment and as well the job satisfaction was found to be mediating between the two variables.

) Mahmoud Ghorbani and Seyed Ali Bagheri Sani (2012) has done research on Emotional Intelligence and Personnel Organizational Commitment. The results showed significant relationship between emotional intelligence and organizational commitment. They prepared two sets of items for measuring emotional intelligence levels that is internal factors and adaptability components. The two sets were also found to be associated with organizational commitment.

) Janis Maria Antony (2013) studied the influence of emotional intelligence on organizational commitment and organizational citizenship behavior. The results revealed the existence of positive relationship between emotional intelligence, organizational commitment and organizational citizenship behavior.

) Azad, Mohamad and Fuziah (2014), studied the relationship between emotional intelligence and organizational commitment of pakistani university librarians. The studied revealed that the importance of emotional intelligence towards organizational commitment and also the two variables were positive related.

Research methodology:

The study is descriptive type of research design. The data were collected by using structured questionnaire which were distributed to the sample units randomly. The questionnaire is developed by using likert scale with 5 point rating. There 14 items related to Emotional intelligence and 16 items related to organizational commitment in the questionnaire. The items related to emotional intelligence is prepared based on the Goleman, D. (1998) model which includes self awareness, self regulation, social awareness, empathy and motivation. The demographic variables used in the study are gender, qualification and designation. The samples collected are 256 IT Professionals. The data is collected by means of Google forms. According to J. C. Coakes and C.Ong (2011) the sample size required is 5 samples per variable. For the present study the sample size of 150 are sufficient but the collected sample size is 256 which is mere sufficient for conducting the factor analysis.

SPSS is used for further analysis of the data collected from the mail survey. The tools used are descriptive statistics, reliability test, test of normality, factor analysis and non-parametric test like spearman's correlation and Kruskal-Wallis test.

Objectives of the study:

1. To study the Emotional intelligence levels of the employees
2. To study the organizational commitment levels of the employees.
3. To extract the factors influencing the organizational commitment levels of the employees.
4. To study the significant differences between the demographic characteristics and the factors influencing the organizational commitment levels of the employees.
5. To study the association between the Emotional intelligence levels and the organizational commitment levels of the employees.

Statement of the Problem:

The organizational commitment is very important required by personnel of every organization. As many studies show that high commitment employees perform the best for the sake of organization. Hence it is necessary to know about the factors influencing the organizational commitment levels of the employees. More over every organization requires emotionally balanced employees to perform better. In this study it is an attempt to know the association levels of emotional intelligence on organizational commitment. From this discussion it is very clear about the statement of the problem regarding this study.

Analysis and discussion of the results:

Descriptive statistics is used for knowing the frequencies and percentages of the profiles of the respondents. The results of the descriptive statistics are interpreted in Table I. The percentages of male respondents are 64.1 and the female respondents are 35.9.

The percentages of the respondents regarding qualification are PG 43 %, UG 51.6% and others 5.5%. The percentages of the respondents regarding designations are software engineer 46.1%, associate software engineer 32.0% and project lead 21.9%.

Table I: Profiles of the respondents

Demographic factor		Frequency	Percentage
Gender	Male	164	64.1
	Female	92	35.9
Qualification	PG	110	43
	UG	132	51.6
	Others	14	5.5
Designation	Software engineer	118	46.1
	Associate software engineer	82	32
	Project lead	56	21.9

Reliability test: The questionnaire is tested for the internal relatedness and consistency by using Cronbach's alpha test. The Cronbach's alpha value is 0.879. According to Mohd Salleh Abu and Zaidatun Tasir (2001) the alpha value greater than 0.6 is suitable for further analysis. Here the Alpha value is greater than 0.6. Hence the questionnaire is said to be highly reliable with good interrelatedness and internal consistency.

Table II reliability test:

Cronbach's Alpha	N of Items
.879	30

Test of normality:

When the data was tested for normality, it was found to be abnormal. The significant P value is less than 0.05. Hence the null hypothesis of normality is rejected. The values are tabulated below in the table III.

Table III Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Q1	.318	256	.000	.777	256	.000
Q2	.312	256	.000	.716	256	.000
Q3	.242	256	.000	.810	256	.000
Q4	.262	256	.000	.706	256	.000
Q5	.264	256	.000	.795	256	.000
Q6	.266	256	.000	.778	256	.000
Q7	.257	256	.000	.772	256	.000
Q8	.260	256	.000	.770	256	.000
Q9	.280	256	.000	.820	256	.000
Q10	.232	256	.000	.835	256	.000
Q11	.279	256	.000	.790	256	.000
Q12	.217	256	.000	.847	256	.000

Q13	.218	256	.000	.851	256	.000
Q14	.259	256	.000	.824	256	.000
Q15	.290	256	.000	.744	256	.000
Q16	.250	256	.000	.813	256	.000
Q17	.241	256	.000	.815	256	.000
Q18	.267	256	.000	.831	256	.000
Q19	.256	256	.000	.853	256	.000
Q20	.249	256	.000	.785	256	.000
Q21	.281	256	.000	.740	256	.000
Q22	.255	256	.000	.843	256	.000
Q23	.269	256	.000	.794	256	.000
Q24	.264	256	.000	.830	256	.000
Q25	.249	256	.000	.850	256	.000
Q26	.326	256	.000	.789	256	.000
Q27	.259	256	.000	.846	256	.000
Q28	.258	256	.000	.866	256	.000
Q29	.288	256	.000	.824	256	.000
Q30	.257	256	.000	.843	256	.000

a. Lilliefors Significance Correction

Spearman's rank order correlation:

As the data is not normal, Spearman's rank order correlation test is appropriate for measuring the significant association between the Emotional intelligence levels and organizational commitment levels of the employees. Spearman's rank order correlation is used to identify the level association between two variables. In this study the Emotional intelligence is considered to be the independent variable and organizational commitment is dependent variable. The correlation coefficient r is 0.596. This indicates that there is moderate positive significant correlation between the Emotional intelligence and Organizational commitment levels of the employees. It implies that Emotional intelligence is contributing to 59.6% to Organizational commitment. The results are tabulated in the table IV.

Table IV Correlations:

		OC	EI
Spearman's rho	OC	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	256
**. Correlation is significant at the 0.01 level (2-tailed).			

When the all items of Emotional intelligence in the study are tested with Spearman's rank order correlation in order to find the individual associations and contributions to Organizational commitment, it was found social awareness, Motivation, Empathy and self awareness were having moderate and positive association with Organizational commitment. Self regulation was having low and positive association with organizational commitment. The resultant values are tabulated in the following table V.

Table V Correlations:

		OC	SA	SR	M	E	SS	
Spearman's rho	OC	Correlation Coefficient	1.000	.413**	.313**	.439**	.521**	.484**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000
		N	256	256	256	256	256	256

** . Correlation is significant at the 0.01 level (2-tailed).

Factor Analysis:

Further the study is extended to identify the factors influencing Organizational commitment. For this purpose Factor analysis is the appropriate tool. Kaiser-Meyer-Olkin measure of sampling (KMO) and Bartlett's test of sphericity adequacy are the two important tests essential for testing the factorability of the data. The Bartlett's test of sphericity adequacy was found to be significant with P value 0.000 which is less than the 0.05. This proves the data is adequate for performing the Factor analysis. Further KMO test gave the value 0.707. According to J. C. Coakes and C. Ong,(2011) the data with KMO value greater than 0.6 is factorable. In this study it is greater than the prescribed value. The following table VI shows the factors with the Eigen values greater than 1. There were 5 factors extracted with the total contributions from them to the variable organizational commitment were 62.290%.

Table VI Rotation sums of the squared loadings:

Factors	Total	% of Variance	Cumulative %
1	2.551	15.945	15.945
2	2.137	13.357	29.302
3	2.122	13.265	42.567
4	1.753	10.957	53.524
5	1.403	8.766	62.290

According to Tabachnick and Fidell (2001) the factor loadings above 0.45 are chosen for the study as they are the good average and below than that are less good. The varimax rotation gave 5 factors where factor1 includes the items q26, q24, q27 and q25. These items referred to leadership. The factor 1 loadings ranged from 0.63 to 0.80. The factor 2 included the items Q28, Q29 and Q30. The factor2 loadings ranged from 0.71 to 0.75. These items referred to Compensation management. The factor 3 included the items Q15, Q16, Q17, Q18 and Q19. The factor 3 loading ranged from 0.55 to 0.7. These items referred to Welfare facilities. The factor 4 included the items Q20 and Q21. These factor4 loading ranged from 0.6 to 0.8. These referred to job security. The factor 5 included the items Q22 and Q23. The factor 5 loadings ranged from 0.77 to 0.8. These referred to growth.

Table VII Rotated Component Matrix^a

	Component				
	1	2	3	4	5
Q26	.803				
Q24	.777				
Q25	.666				
Q27	.639				
Q29		.754			
Q28		.735			
Q30		.719			

Q17			.707		
Q18			.657		
Q19			.629		
Q15			.607		
Q16			.553		
Q20				.814	
Q21				.694	
Q22					.801
Q23					.772
Extraction Method: Principal Component Analysis.					
Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 7 iterations.					

The new name of the factors with their percentage of variance is given in the table VIII. The factor 1 is contributing 15.945%. The factor 2 is contributing 13.357%. The factor 3 is contributing 13.265%. The factor 4 is contributing 10.957% and factor 5 is contributing 8.766

Table VIII new factors and their % of variance:

Factors	Name of the factor	% of variance
Factor1	Leadership	15.945
Factor 2	Compensation management	13.357
Factor 3	Welfare facilities	13.265
Factor 4	Job security	10.957
Factor 5	Growth	8.766

Kruskal-Wallis test:

As the data did not satisfying the assumption of normality the Kruskal-Wallis test is being used for test the significant mean differences of the demographic variables of the employees and the five factors affecting the organizational commitment. When significant mean of the genders and the five factors is tested, the alternative hypothesis considered is there is significant mean difference between the gender and the five factors affecting the organizational commitment. The results showed that there is significant mean difference between the gender and the factor1, factor3 and factor4. Factor2 and factor 5 showed the significant mean difference in the gender.

The results are shown in the following table IX.

Table IX Kruskal-Wallis test among categories of gender:

Factors	Sig.	Decision
Factor 1	0.000	Null is rejected
Factor 2	0.529	Null is to be retained
Factor 3	0.000	Null is rejected
Factor 4	0.000	Null is rejected
Factor 5	0.988	Null is to be retained.

The alternative hypothesis for testing the significant mean difference between the qualification of the employees and the five factors affecting the organizational commitment is there is significant mean difference between the qualification of the employees and the five factors affecting the organizational commitment.

There was no significant difference between the qualification and the factor1 and factor 3. There was significant difference between the qualification and Factor2, 4 and 5. The results are tabulated below;

Table X Kruskal-Wallis among the qualification:

Factors	Sig.	Decision
Factor 1	0.094	Null is to be retained
Factor 2	0.039	Null is rejected
Factor 3	0.375	Null is to be retained
Factor 4	0.005	Null is rejected
Factor 5	0.048	Null is rejected.

For testing the mean difference between the designation of the employees and the five factors affecting the organizational commitment the alternative hypothesis considered is there is significant mean difference between the designation and the five factors affecting the organizational commitment. It was found that in the case of factor1 and 4 there was significant difference in the means regarding designation of the employees. There was no significant mean difference in the factors of 2, 3 and 5 regarding the designation.

Table X Kruskal-Wallis among the designation:

Factors	Sig.	Decision
Factor 1	0.000	Null is rejected
Factor 2	0.079	Null is to be retained
Factor 3	0.187	Null is to be retained
Factor 4	0.008	Null is rejected
Factor 5	0.114	Null is to be retained

When overall organizational commitment mean tested for the significant difference with all the demographic factors, the alternative hypothesis considered is there is significant mean difference between the demographic factors and organizational commitment. The results are shown in the table XI

From the significant values given below the table XI show that P values are less than 0.05 hence in all the cases the null hypothesis is rejected. Therefore we can conclude that there is significant difference between the means of demographic variables and the organizational commitment levels of the employees.

Table XI Kruskal- Wallis test among demographic variables:

Variable	Demographic variable	Sig.	Decision
Organizational commitment	gender	0.000	Reject null
	Qualification	0.014	Reject null
	Designation	0.000	Reject null

Conclusion: From this study it can be concluded that Emotional intelligence levels of the employees had an influence on their organizational commitment levels. Hence the companies have to concentrate on the strategies to improve the emotional intelligence levels of the employees. Along with EI the companies have to make the compensation policies, reward system, welfare facilities and career development programmes more attractive and satisfactory. It should also assure the job security for the employees working with it. If all the above said factors are to the extent of satisfactory the company can have highly committed employees which in turn lead to success of the organization.

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