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# Role of Emotional Intelligence towards Employees Commitment-An Empirical Study among Home Appliances Companies, Chennai

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**Abstract**--- The intent of the present study is to scrutinize the relationship between Emotional Intelligence and commitment from selected home appliances companies in Chennai. The study is descriptive in nature. 200 employees from various departments and various levels of employees such as casual laborers, supervisors and staffs are selected as stakeholders using simple random sampling method and issued questionnaire. t test and Structural Equation Model were used for analysis. Emotional Intelligence is considered as Independent variable where self awareness and Team work are the two factors. Employee commitment is considered as dependent variable where affective, continuance and normative are the factors.

The result shows that Emotional intelligence factor team work is mostly related to commitment and there is no gender influence towards emotional intelligence and commitment.

**Keywords**--- Emotional Intelligence, Self-Awareness, Teamwork, Commitment.

## I. Introduction

One of the most vital elements in management is Human Resource Management. A successful Human Resource manager must be able to understand and manage people in the organization. That is why Emotional Intelligence is of paramount importance in management.

Emotional Intelligence means the potential to understand, evaluate and also to control emotions like love, hate, jealousy, fear, anger and so on.

These emotions can be very strong or just mild but they play a very vital role in our daily lives. They decide the way we act, react, judge and make decisions. Emotional intelligence is the blend of “self-awareness, self-management, social awareness and relationship management”.

Emotional intelligence has three major Models they are:

### 1. Ability Based Model:

Salovey and Mayer is the main contributor for this ability based model. According to them emotional intelligence is perceiving the ability of emotion, facilitating thought through integrating emotion, understanding emotions and regulating emotions for the purpose of promoting personal growth.” It says that every individual do not have the same ability to process emotional information. It introduces the following types of abilities of emotions such as “Emotional perception, Emotional use, Emotional understanding and Emotional management”.

### 2. Bar-on Model:

Emotional intelligence is a combination of cognitive ability and aspects of personality says Reuven bar, according to him it’s the mixture of both. This model insists that cognitive and the factors of personality influence general well being. It includes the five components such as “Intrapersonal Components which includes the sub components such as Self regard, Emotional self awareness, Assertiveness, Independence and Self-actualization. Inter personal components such as Empathy, Social responsibility and Interpersonal relationship. Ability components such as Reading testing, Flexibility and Problem solving. Stress management components such as stress tolerance and impulse control. General mood components such as optimism and happiness”.

3. Daniel Goleman's Model:

Daniel Goleman says that emotional intelligence as a mixed intelligence incorporate aspects of personality. It includes competencies like "Self-Awareness which includes Emotional self awareness, Accurate self-Assessment and Self confidence. Social awareness which includes Empathy, Service orientation and organizational awareness. Self management includes Self-control, Trustworthiness, Conscientiousness, Adaptability, Achievement drive and Initiative. Relationship management includes Developing others, Influence, Communication, Conflict management, Leadership, Change catalyst, Building Bonds, Team work and Collaboration".

A study in Dallas corporation found out that the production of the employees who scored high marks at Emotional intelligence tests are twenty times higher than those of low scoring employees.

The United States Air force used EQ- I ( Emotional Quotient Inventory) in the process of selecting recruiters and found out that the most successful human resource personnel in the USAF got high marks in EI components. Seeing these results the Secretary of Defence ordered that all divisions of the armed forces should use this practice in their recruitment in future.

Employee commitment refers to the dedication of employees towards achieving a particular task effectively and efficiently. It is the bond employees experience with their organization. Organizations always need committed employees as commitment is an important factor of healthy organizational climate, increased morale, performance, productivity and committed employees tend to be more proactive in offering their work support, and they can understand the organizational goals and feel fit and connected to the organization.

John Meyer and Natalie Allen refined the three element model of commitment and published it in the 1991 " Human Resource Management Review". The model describes the three types of commitment as follows:

1. Affection towards job (Affective Commitment).
2. Sense of obligation to stay (Normative commitment).
3. Fear of loss (Continuance commitment). These three commitments are not mutually exclusive. It can vary. Few employees can experience all the three, or two or one among the three.

## II. Objectives

- To study the relationship between Emotional Intelligence and commitment.
- To know the gender influence on Emotional Intelligence and commitment.

## III. Litratue Review

Vanitha (2014), noticed in her study on the topic, Emotional Intelligence of employees in textile industry in Coimbatore, with one of the objective as to identify the impact of EI on organizational commitment, the researcher found that there was positive impact on organizational commitment, particularly on continuous commitment was exhibited the highest score in analysis.

Suvarna Saritha (2013), noticed in her study on the topic, Impact of Emotional Intelligence on performance of employees working in selected banks, that there is no significant difference in the mean scores of EI of employees based on their gender. Analysis of variance with respect to different components of Emotional Intelligence of employees based on their gender shows that there is a significant inequality in the mean scores of value orientation and commitment of employees whereas the other components are insignificant.

Zakieh Shooshtarian, Fatemeh Ameli, Mahmood, Iran (2012) in their study stated that there is no relationship between labor's EI and their commitment.

Samoneh Aghdasi, Ali Reza Kiamanesh, Abdolrahim (2011) in their study noted that Emotional Intelligence does not have any absolute or unabsolute possessions on occupational stress, job satisfaction and organizational commitment.

Anton F Schlechter and Jacoba J Strauss (2008), notified on their article a finding which highlights the Emotional intelligence of leader and transformational leadership are firmly associated to teams commitment and also they highlight the endurance of effective leadership behaviour in team dynamics and performance.

Samuel O.Salami (2008) Nigeria, notified in the study that Emotional Intelligence, achievement motivation, job satisfaction, work role salience are significantly mediated the organizational commitment. He also says that all demographic factors except gender mediated the commitment.

D.A.Adeyemo (2007) in the study stated that the relationship between job satisfaction and organization commitment were mediated by emotional intelligence. In his findings, it was suggested that to elevate organizational commitment.

Cichy et al (2007) examined the relationship between EI and organizational commitment among private committee volunteer members and club board using Cichy's model of Emotional Intelligence with three dimensions In, Out and Relationships. The results concluded a strong association between Emotional Intelligence and affective commitment, a negative relationship between Emotional Intelligence and continuance commitment and a weak relationship between Emotional Intelligence and normative commitment.

A research of top ten companies found that intensification of Emotional Intelligence of the employees accomplished more positive work culture by their behaviours (D.Singh, 2001).

Reuven Bar-on (1997) is yet another researcher who coined the phrase "Emotional Quotient". He describes EQ as particular trait to help an individual in understanding themselves and others as well. It also helps a person to adjust with the immediate ambience thereby helping the individual successfully to cope with the demands of the environment.

Daniel Goleman is the man most frequently blended with Emotional Intelligence. Daniel Goleman (1995) published a book on Emotional Intelligence. After that publication several schools, corporate and universities all over the globe have started using programs and modules on EI to impart and nurture this trait amongst students and employees.

The Emotional Intelligence was conceptualized by two American University professors Mayer and Salovey (1990). Identifying one's own feelings, identifying the feelings of others, and solving problems involving emotional issues are the factors which judge one person is better than the other.

Wayne Payne (1985), a graduate student of alternative liberal arts college in U.S.A., wrote a doctoral thesis "A study of emotion: Developing Emotional Intelligence, Self integration relating to fear, pain and desire". He included the Emotional Intelligence in the title. This would be the place where Emotional Intelligence was first used in academics.

#### IV. Research Methodology

The study is intended to determine the relationship of Emotional Intelligence and employee Commitment. The research design is descriptive. Sample technique is simple random sampling. The primary data is collected through the questionnaire which comprises of demographic variables in section A and five questions for self awareness and five questions for team work and nine questions under commitment in section B. 200 employees from various departments and various levels of employees were considered as stakeholders through simple random sampling.

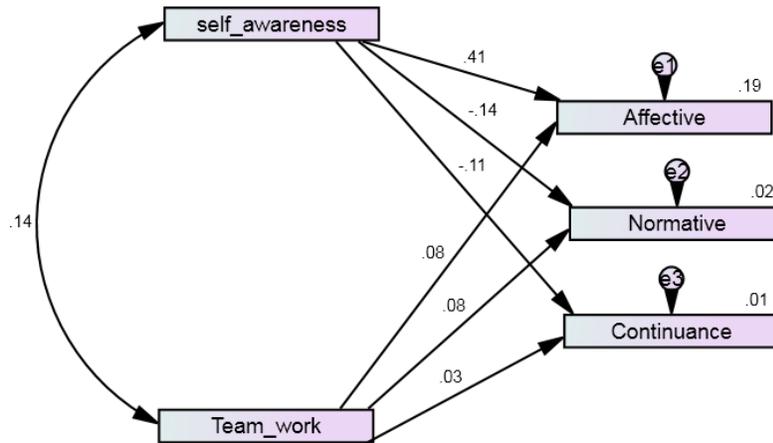
#### V. Analysis and Interpretation

H<sub>0</sub>: There is no significance difference between male and female groups on commitment towards work.

		Independent Samples t Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
Commit	Equal variances assumed	7.388	.007	1.142	198	.255	.096	.084	Lower	Upper
	Equal variances not assumed			1.215	144.716	.226	.096	.079	-.060	.251

An independent-sample t-test was conducted to compare employee commitment in male and female conditions. There was not a significant difference in the scores for male employees (M=3.22, SD=.580) and Female employees (M=3.13, SD=.488); based on the t value (1.215), and the significance level(p =.226) the null hypothesis “There is no significant difference between male and female groups on commitment towards work” is accepted. The independence t-test result suggests that gender has no influence on commitment towards work.

## VI. Structural Equation Model of Emotional Intelligence and Commitment



### Hypotheses

- H<sub>1</sub>: Self-awareness has a positive impact on affective commitment.
- H<sub>2</sub>: Self-awareness has a positive impact on normative commitment.
- H<sub>3</sub>: Self-awareness has a positive impact on Continuance commitment.
- H<sub>4</sub>: Team work has a positive impact on affective commitment.
- H<sub>5</sub>: Team work has a positive impact on normative commitment.
- H<sub>6</sub>: Team work has a positive impact on Continuance commitment.

A SEM analysis has been performed, based on data from 200 employees in home appliances industry. Maximum likelihood estimation was **chosen** because data were normally distributed. Normality and linearity were checked to evaluate the assumptions of multivariate and observed nine multivariate outliers (p< .001). Cutoff Criteria for Several Fit Indexes Shorthand General rule for acceptable fit if data are continuous Categorical data Absolute/predictive fit Chi-square  $\chi^2$  Ratio of  $\chi^2$  to df  $\leq 2$  or 3, useful for nested models/model trimming. It is been hypothesized a two-factor model to be confirmed in the measurement portion of the model. The final sample size was 200; there were no missing data. The Goodness of fit index (CFI) = .99 and the RMSEA = .05. Those values indicate a good fit between the model and the observed data. Standardized parameter estimates are provided in the above figure.

The goodness-of-fit test statistics are displayed below. The Chi-square test statistic is not significant at 0.05, which suggest that the **model** fitting is only acceptable. Root mean square error of approximation (RMSEA) is 0.029 and since it is less than 0.05, it indicates a good fit. Goodness of Fit Index (.9) and Adjusted Goodness of Fit Index (.834) are larger than 0.9 which again reflect a good fit. No modifications have been done.

The hypothesis H<sub>1</sub>: Self-awareness has a positive impact on affective commitment is accepted in this model. Whereas H<sub>2</sub> and H<sub>3</sub> have negative impact that shows one percentage increase in self-awareness impacts .41 percentage increase in Affective commitment but negatively affects normative and continuance commitment respectively .14 percentage and .11 percentage decrease. H<sub>4</sub> and H<sub>5</sub> team work has positive impact .08 percentages towards affective and normative commitment. H<sub>6</sub> team work has positive impact .03 percentage towards continuance commitment.

## VII. Findings

- Gender has no influence on Emotional Intelligence and employee commitment.
- Team work is more influenced in employee commitment than self awareness.
- Self awareness positively impact on affective commitment of employees.
- Self awareness negatively impact on normative commitment of employees.
- Self awareness negatively impact on continuance commitment of employees.
- Team work positively impact on affective, normative and continuance commitment of employees.

## VIII. Suggestions

- Team work of employees need to be improved as it impacts more positively on commitment.
- Team work can be good in the organization if the boss is diplomatic and gives freedom of expression and action and not dealing mistakes in front of others.
- As per Alan Orr, author of the book “Advanced project management” team work can be enhanced by giving “team publicity”. This may boost the members of the group to be a strong team and it can be applied in the company to improve team work.
- As per Lisa Di Tullio, author of the book “Project team dynamics”, says that problems in the team have to be handled at the moment they arise, instead of making it grow longer. This can also be considered for improving team work in the company.

## IX. Discussions and Conclusion

In the present scenario, team work plays a vital role at workplace. Even though one do not like they must get along with others and work well as a team. More companies look for team players in the organization, in such case emotional intelligence is important. Team work has many advantages like enhancing the productivity in workplace, improve service quality, employee satisfaction, less absence and reduced turnover( Sheng,Tian and Chen, 2010), added to this team work reflect in commitment as well. If employee commitment need not be retrogression then team work is essential. In this result the team work may be due to being diplomatic, freedom of expression and action and not dealing mistakes with others.

The commitment of employees in an organization may not have gender influence because they may adopt the norms and values of the company equally (Aydin, Sarier, Uysal, 2011) and also both genders have equal ability to develop Emotional intelligence, woman are much aware of emotions, they interpersonally adapt and show more empathy where as men are more self confident and can handle stress(Dimitriades, 2007). The male and female are equally committed to the work and there is no gender difference. This concept overlaps with the (Aydin, Sarier, Uysal, 2011).

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