



# EVALUATION OF EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL COMMITMENT AMONG THE EMPLOYEES OF INFORMATION TECHNOLOGY COMPANIES IN CHENNAI

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## ABSTRACT

The effectiveness and efficiency of the human resourced to improve the commitment of the organization will be a day-mare if the employees work with force, have the problem of proper communication and interaction, are less motivated, possess low level of self-esteem and also have low levels of emotional intelligence. All these circumstances may make the employees to get engaged in work with feelings of disobedience, protesting feeling, dissatisfaction and further makes them in a high-pressure stage and with low performance. The current study has been done among the employees of Information Technology sector in Chennai to study the influence of emotional intelligence on the organizational commitment. The respondents of the study are selected through simple random sampling and the sample size is 100. The data required for the study is collected through a questionnaire and analysis of the collected data is done with the help of regression. The findings of the study showed that the emotional intelligence had a positive effect on Organizational commitment, which means Organizational commitment increase in the presence of emotional intelligence..

**KEYWORDS:** Emotional Intelligence (EI), Organizational Commitment.

## INTRODUCTION

The key factor that has been considered in the current study is the emotional intelligence. The factor of emotions plays a significant role and had got a unique value in the areas of organization and leadership (Sharifah Akmam & Ahmad Shukri, 2006). They are also considered essential for the success of the employees as well as for the organization. It plays a major role in the process of transparency, open communication, strategic renewal, teamwork, creativity, decision-making, enhanced level of innovative changes and ensuring the loyalty of the customers (Groves and Vance, 2009). The emotions of individuals can be identified by the assumptions made by others through physical movement, behaviour and facial expressions. Pessimistic emotions like the fear and anger are observed to have a pessimistic effect over the attention paid by an individual on his work Ashkanasy et al. (2002). Afzaal & Taha (2013) gave significance to the identification of the novel channels in the policies of HRM in a more effective manner and hence this needs a close association with the new element of emotional intelligence among the employees.

The term emotional intelligence has been understood as the ability of a person (Mayer et al., 1999) or a unique feature of a personality according to Schutte and Malouff (1999). The authors Mayer & Salovey (1997) had explained it as the element of social intelligence which comprises of the ability of investigating the feelings and emotions of the self and of the others as well as to make a difference amidst the feelings and emotions for the application of data for directions the thought and action of the self. Mayer and Salovey (1984) made certain alterations in their definition and as per the remodelled definition, the authors had explained the concept of emotional intelligence to be the capability of a person for recognizing the emotions, for accessing and producing the emotions for the purpose of directing the thoughts of the self, for appreciating the emotions as well as the emotional knowledge as well as adjusting the emotions in a thoughtful manner for encouraging the rational and emotional development.

The term organizational commitment is inclusive of three elements namely normative, continuance and affective commitment. The term affective commitment comprises of the affirmative feelings regarding attachment and belongingness towards the issues regarding a recruiting organization (Meyer & Allen, 1984, p. 375). The term normative commitment refers to the understanding towards the obligation of being in the organization (Allen and Meyer, 1996, p. 253). The term continuance commitment refers to the level of commitment which the employees experience towards the recruiting organization on the consideration of the

fact that it will be a great loss for them if they leave the organization or quit from it (Meyer and Allen, 1984, p. 375). The element of affective commitment forces the workers to continue with the firm in which they are working in because of their personal accomplishments and fulfilment due to their Affective commitment compels the employees to persist with the employing organization due to their emotional attachment towards the firm they are employed. The workers who have the higher level of continuance commitment remain with the organization for a long time as they have the feeling to stay within the organization. According to Allen & Meyer (1990), the feeling of compulsion by other forces to stay in the firm is referred to as the normative commitment.

## STATEMENT OF PROBLEM

Emotional intelligence plays a crucial role in the work life of an individual. Problems and challenges exist in any type of work. This means that problems are part and parcel of every form of job. In this context, it is essential for the presence of emotional intelligence in a person to overcome such problems related with work. Absence of emotional intelligence becomes the cause of failure for the employees as well as of the organization, as the individuals will be unable to understand the feelings of the self and also of the others in the absence of EI in them.

## OBJECTIVES

The purpose of the study is to determine the impact of emotional intelligence of the employee on their organizational commitment.

## REVIEW OF LITERATURE

Siti SarawatiHj et al., (2014) had explored the effect of EI (emotional intelligence) on the organizational commitment by way of the self-esteem of the public sector employees. The authors had stated that the concept of emotional intelligence has been reviewed continuously in the area of psychological studies. The presence of emotional intelligence has got the ability to affect the commitment of the employees in a firm. The authors of this study had focussed on the self-esteem, commitment and emotional intelligence of the employees in an organization. The main aim of the research study was to check the effect of the emotional intelligence on the employees and also to see if it has an impact over the organizational commitment by way of the self-esteem of the employees. the respondents of the study were the civil servants of the local authority.

The number of respondents were 196. The tools used for data analysis were Emotional Intelligence Self-Description Inventory (EISDI), Rosenberg Self-Esteem Scale (RSES) and the Employee Commitment Survey Revised Version (ECS). Then after, analysis was continued with the help of hierarchical regression. The results of the study revealed that the emotional intelligence along with its four elements had a direct influence over the organizational commitment. Further, the EI was observed to have an indirect influence over the organizational commitment when the self-esteem was controlled to play the role of a mediator. The self-esteem of the employees was identified to play the role of a partial mediator which influenced the association of emotional intelligence and its four elements with the organizational commitment.

Muhammad & Rizwan (2016) explored the relationship of the EI with the organizational commitment of the college teachers. The study was done in Pakistan. The feature of organizational commitment of the teachers is considered to be an important area to be examined regarding the EI in the context of Pakistan where the teaching profession is not joined by the individuals by willingness or as a primary choice, but they select it as a last option. The low commitment level of the teachers towards their organization had led to the low level of responsibility accepted by the teachers and also low educational standards. The intention of the research was to examine the association of emotional intelligence with the organizational commitment of the teachers of colleges in Pakistan. The authors had adopted a descriptive survey. The information required for the research was collected from 494 participants. The data collection was done with the help of the measures of the three elements of organizational commitment proposed by Allen and Meyer and the assessment of the emotional scale proposed by Schutte. The hypothesis of the study was tested with the help of the formula for Product Moment as suggested by Pearson. The impact of EI on the organizational commitment was determined with the application of regression analysis. The results of the study showed that emotional intelligence was related with the organizational commitment. Further, emotional intelligence also exhibited optimistic relationship with the three elements of organizational commitment.

## **RESEARCH METHODOLOGY**

The field selected for the study is Information Technology sector. The respondents for the study are selected through simple random sampling. The sample size decided for the study is 100 and the tool adopted for the collection of data is a questionnaire. The collected data is put into regression analysis. Emotional Intelligence scale adopted from Ra'ed Masa'deh (2016);



## ANALYSIS AND INTERPRETATION

R	R Square	Adjusted R Square	F	Sig.
.917(a)	.841	.825	52.823	.000(a)

a Predictors: (Constant), Emotional Intelligence

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.639	.163		3.913	.000
I give a fair hearing to my colleagues' ideas.	.096	.027	.190	3.556	.001
I can read my colleagues "true" feelings, even if they try to hide them.	.140	.032	.271	4.422	.000
I am able to describe accurately the way my colleagues are feeling.	-.039	.028	-.087	1.402	.164
When I talk to my colleagues I can gauge their true feelings from their body language.	.183	.047	.270	3.853	.000
I can tell when my colleagues don't mean what they say.	.133	.032	.208	4.217	.000
My enthusiasm can be contagious for my colleagues.	.146	.035	.324	4.142	.000
I am able to cheer my colleagues up when they are feeling down. ...	.027	.036	.066	.735	.464
I can get my colleagues to share my keenness for a project.	.115	.042	.154	2.720	.008
I can provide the "spark" to get my colleagues enthusiastic	.016	.031	.029	.504	.615

Dependent Variable: Organizational commitment

Findings show that all statement of emotional intelligence was significant. The table also shows a positive coefficient, which means that between all the statements, three statements were not influence on the Organizational commitment. There was a relation found between the dependent variable and the emotional intelligence. The analysis done through regression exhibits that among seven factors, four factors was influence over the Organizational commitment, which means Organizational commitment reduced because of emotional intelligence. The coefficient value, R2, was found to be 0.603 through multiple regressions, which shows that 60.3% of the independent variables had an influence on the Organizational commitment. In order to examine whether the value of coefficient (R2) is significant or not, ANOVA was executed. The F value so got was 19.987 which means  $p < 0.000$ . This finding shows that there was a significant relation between the dependent and the independent variable. It was also reported that emotional intelligence was seen to predict Organizational commitment. Finding shows that the emotional intelligence had a positive effect on

Organizational commitment, which means Organizational commitment increase in the presence of emotional intelligence.

## CONCLUSION

The current study exhibits that the field of organizational psychology is not dependent on the expertise and greater levels of intellects. Rather, it depends on the affective factors of individuals which has to be developed well in advance for accomplishing the efficiency of the organizational commitment. Finding shows that the emotional intelligence had a positive effect on Organizational commitment, which means Organizational commitment increase in the presence of emotional intelligence.

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