

A STUDY OF EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL COMMITMENT AMONG THE EMPLOYEES OF PRIVATE BANKS IN CHENNAI

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ABSTRACT

The purpose of the study is to determine the impact of emotional intelligence of the employee on their organizational commitment. The field selected for the study is Private Banks in Chennai. 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. It was also reported that emotional intelligence was seen to predict Organizational commitment. The finding of the study shows that 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, Organizational Commitment.

INTRODUCTION

Durán et al. (2004) had exhibited the fact that the persons who have the ability of expressing their emotions in a clear way and also the ability of repairing their emotions, have got the tendency to achieve success easily. To be factual, emotions of a person not only impacts the way of thinking and behaviour of the person, it also indicates the process of judgment and information (Averill et al., 1994; Brief & Weiss, 2002; Loewenstein & Lerner, 2003). The employees who possess a greater level of emotional intelligence, have the ability to explore proper solutions to the problems at work and also have the tendency to apply the emotional resources in a reasonable manner. Such employees also have got the capability of having quick access towards

the social support in interacting and communicating with the other people in the work as well as in the society. This reduces the chances of failure and ultimately brings down the level of depersonalization due to the failure. The emotions can be managed by the employees is through the adjustment of their perception regarding the working environment along with the stimuli of emotions of the working environment. Wong and Law (2002) had stated that the employees can achieve their work or whatever they desire by way of weakening, strengthening, shortening or prolonging the emotional experiences.

The persons who are emotionally intelligent are the ones who pay attention on the resolution and not on reasoning, as they have the positive features inbuilt in them which helps them to do so (Abraham, 1999). Jobs of all kinds are filled with complexities and challenges which leads to dissatisfaction in the employees. amidst these challenges and complexities, the individuals with high levels of EI (emotional intelligence) do not have the tendency of blaming the firms for their imbalance and dissatisfaction. Such employees will try to make use of their emotional intelligence and will be aware of the negative emotions as well as feelings. In this point of view, the emotional intelligence of the individuals which reduces the feelings of frustration and imbalance will lead to greater extents of affective commitment towards the organization and low levels of continuance commitment (Abraham, 2003).

OBJECTIVES

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

REVIEW OF LITERATURE

Samanehand Abdolrahim(2011) explored the facts related with the emotional intelligence (EI) and the organizational commitment with the role of mediation played by job satisfaction and organizational stress. The authors had explored the indirect and direct impacts of EI on the organizational commitment, job satisfaction and occupational stress. Based on the reviews of the previous literatures, the authors had identified three endogenous variables (organizational commitment, job satisfaction and occupational stress) and one exogenous variable (EI). This identification of variables was done with the help of the technique of path analysis. The

respondents of the study were the employees of an organization in Iran and the number of respondents selected was 234. The respondents were selected through proportional stratified sampling. The findings of the research showed that emotional intelligence did not have any impact over the organizational commitment, job satisfaction and occupational stress. Further, occupational stress was explored to have a negative impact job satisfaction and organizational commitment. It was also identified that organizational commitment was directly and positively affected by job satisfaction. The role played by job satisfaction as a mediator in the relationship of occupational stress with the organizational commitment was proved in the research.

Allen and Meyer (1990), has conducted a study of relationship between organizational commitment and Emotional int the continuance commitment of the employees will increase provided the organization offers the employees with a better environment of working, allowances and better salary and the employees feel that quitting the organization may prove them to be very expensive. On the whole, the outcomes of many studies had shown that normative and affective commitment of the employees gets enhanced through inter-personal skills of EI. The studies also showed that organizational commitment had relationship with the inter-personal skills of EI.

RESEARCH METHODOLOGY

The field selected for the study is Private Banks in Chennai. 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.
.976(a)	.952	.948	258.447	.000(a)

a Predictors: (Constant), Emotional Intelligence

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.603	.087		6.968	.000
I give a fair hearing to my colleagues' ideas.	.169	.030	.183	5.680	.000
I can read my colleagues "true" feelings, even if they try to hide them.	.097	.032	.141	3.045	.003
I am able to describe accurately the way my colleagues are feeling.	.045	.030	.072	1.505	.136
When I talk to my colleagues I can gauge their true feelings from their body language.	.113	.030	.170	3.737	.000
I can tell when my colleagues don't mean what they say.	.111	.035	.168	3.146	.002
My enthusiasm can be contagious for my colleagues.	.202	.027	.288	7.449	.000
I am able to cheer my colleagues up when they are feeling down.100	.025	.157	3.990	.000

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, one statement was not influence on the Organizational commitment. There was a relation found between the dependent variable and the emotional intelligence. The coefficient value, R2, was found to be 0.952 through multiple regressions, which shows that 95.2% 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 258.447 which means $p < 0.000$. 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 organizational psychology has to be supported through the competencies of emotional intelligence and also comprises of self-esteem. Emotional intelligence is essential for all the employees to be successful. It is also essential for the attainment of organizational commitment and making the organization successful. 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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