

A Study of Relationship between Emotional Intelligence and Organizational Commitment in the Employees Working from Home

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Abstract

Emotional Intelligence (EI) is one of the most widely studied issues in organizational studies. Job performance, job happiness, organizational civic behavior, and organizational commitment have all been proven to be major predictors of EI. Emotional intelligence is about controlling emotions to be correctly communicated. Therefore, in a constructive and transparent environment, people may work together towards a common goal. Employees value emotions when their leaders do. Employees can mirror a manager's mood if he or she is enthusiastic, confident, creative, adaptable, tolerant, courteous, and caring. Organizational Commitment (OC) is regarded as a key indicator of the effectiveness of an organization. In the current study Emotional Intelligence and organizational commitment level of the individuals who were working from home was collected using standardized scales. When working from home the level of communication and coordination among the people working in an organization is low and therefore over and above the traditional factors that influence the level of commitment of an employee, EI is also a factor to be looked into. While working from home the factors that affect the commitment level of employees are more internal in nature than external. Correlation and regression have been applied in order to understand the relationship between the two variables of the study. The findings of the study showed that EI and Organizational Commitment are moderately correlated as there are other factors as well that have an impact on the commitment level of an employee over and above his or her level of emotional intelligence.

Keywords: Emotional Intelligence, Organisational Commitment, Work from Home

1. Introduction

To overcome competitors, the biggest challenge for the organization is to face the changes. The company needs to know about the changes that are present outside and inside the company so as to adapt according to the changes. Therefore, the organization needs to increase the level of its competitiveness of superiority and a maximum of its achievement from the transformation of the changes that are needed for them to face its competitors. They have productive thinking and action, it must use “the subset of social intelligence that comprising of ability to observe the feeling and emotion of ourselves and others (Mayer & Salovey, 1993). Mayer and Salovey (1993) stressed that

emotional intelligence not only have a positive feature, it is also consisting of various logic ability and emotion which is emotional intelligence and is considered as an important issue and also solving the individual and social problem. The individual that sits at the top level of their expertise is must not only excellent in their job (Murray, 1998). Emotional Intelligence is more than Intelligence Quotient (IQ) to achieve success in the workplace (Goleman, 1995). Cherniss (2002) proposed that there is a positive relationship between the levels of emotional intelligence and job performance. Cooper (1997) claimed that if emotions are well managed by others, it can help them to perform a loyalty and commitment to themselves, their organizations and their groups.

Today the industry setup is shifting in relation to the worldwide epidemic of Covid-19. Organizational commitment in the workplace is the connection of an employee's involvement with their organization. Individuals who are committed to their organization usually feel an association with their organization. Individuals feel that they fit in the organization and also feel they recognize the objectives of the organization. Committed employees are always tending to be more determined in their work and they show quite high efficiency and productivity. Organizational commitment explains the involvement of an employee with a particular organization. Organizational commitment is characterized by three factors, that is, belief in the organization and acceptance of the goals and values of the organization; readiness to employ considerable effort; and a positive aspiration to continue with the organization (Porter *et al.*, 1974). An organizational commitment means a psychological state that attaches the individual to their organization. The first component of organizational commitment is affective commitment, which indicates the individual's emotional attachment to the organization. Affective commitment is the employee's emotional attachment and involvement in the organization. Organizational members, who are committed to an organization on an effective basis, continue working for the organization (Meyer & Allen, 1991). The affective commitment dimension of organizational commitment is a work-related attitude of employees' positive feelings toward their respective organizations (Morrow, 1993). Affective commitment is the relative strength of an individual's identification with and involvement in a particular organization (Mowday *et al.*, 2013).

Human Resource managers are persistently evolving innovative, creative, and effective ways to satisfy the employees in a healthier way during this difficult time. Organizations always remember that employees who are satisfied with organization will lead to productivity in the place of work and it generates a higher customer satisfaction and unconditionally progresses in sales and provides profit in the company.

2. Literature Review

Emotional intelligence has been given ample attention over the past ten years (George, 2000). The initial definition of emotional intelligence is stated as a set

of skills and abilities contributing to the appraisal of emotions, the regulation of emotions, and the use of emotions in reasoning (Mayer & Salovey, 1993). There are five listed components of emotional intelligence that an effective leader exhibits: self-awareness, social awareness, relationship management, motivation, empathy and social skills (Boyatzis *et al.*, 2000). For this paper, considering the time frame and cost, we would bring out self-awareness and how it affects organizational commitment. Prior research on emotions in the workplace suggests that emotions may drive productivity gains, innovations and accomplishments of individuals, teams, and organizations (Mayer *et al.*, 1999). Similarly, a study on the relationship between emotional intelligence, personality and job performance found that several of the emotional intelligence subscales have a significant relationship with job performance and employee commitment (Petrides & Furnham, 2000). Eskandarpour & Amiri (2012) examined the relationship between various dimensions of emotional intelligence and effectiveness among forty-four university managers. They found that there was a significant difference between different dimensions of emotional intelligence and their effectiveness. According to Abraham (2000), the social relationships within the organizations increase employee commitment and loyalty of the staff, and since emotional intelligence highly correlates with an individual's ability to cooperate with others, they seem to enjoy more commitment to their respective organization. Cote and Miners (2006) conducted a study among 76 experts from different industries; the researcher came up with the idea that the staffs with High emotional intelligence were happier than others and held more commitment to their respective organizations. In a similar vein, researchers (Idris *et al.*, 2011) studied the effect of emotional intelligence on employee commitment and job satisfaction among staff in the public and private sectors and represented a highly significant correlation between the two main variables. Nikolaou and Tsaousis (2002) also revealed that there was a highly significant difference between the individuals with low emotional intelligence and the ones with high emotional intelligence.

The chapter "Coping Intelligently: Emotional Intelligence and the Coping Process" in the book "Coping - The Psychology of What Works," edited by C. R. Snyder and written by Peter Salovey, Brian T. Bedell, Jerusha B. Detweiler, and John D. Mayer, examines the relationship

between emotional intelligence and the coping process. It contends that emotional intelligence has a substantial impact on coping strategies and affects how people react to emotional stimulation. It connects the idea of emotional intelligence to the concept of coping and explains how emotional intelligence can aid in our understanding of coping mechanisms like rumination, evoking social support, and expressing feelings.

In their article titled “The Role of Trait Emotional Intelligence in a Gender-Specific Model of Organizational Variables” published in 2006, Petrides and Furnham examined the connections between trait emotional intelligence (also known as “emotional self-efficacy” or “trait EI”) and four job-related variables (perceived job control, job stress, job satisfaction, and organizational commitment). They discovered that stress had a detrimental impact on commitment, which in turn had the biggest positive impact on satisfaction. In addition, they discovered that there were significant age differences between the sexes in the model, which had a negative correlation with control and commitment in the female sample alone. In the model they created, trait EI had focused impacts rather than general ones.

3. Concept of Employee Commitment

Employee commitment, on the other hand, is one of the most frequently studied concepts in industrial organizational psychology and organizational behaviour (Mowday *et al.*, 1979). Employee commitment is considered to be an important determinant of organizational effectiveness and performance. It represents the other half (with job satisfaction) of what some experts call overall job attitude (Brockner *et al.*, 2014). It has been shown by the studies that employee commitment has the potential to predict a variety of organizational outcomes, such as increased job performance, reduced turnover and withdrawal cognitions, lower absenteeism rate, and increased organizational citizenship behavior (Brown *et al.*, 2012). Moreover, committed employees who are highly motivated to contribute their time and energy to the pursuit of organizational goals are increasingly acknowledged as the primary asset available to an organization (Gutierrez *et al.*, 2012). Numerous definitions of Employee commitment have been offered

(Meyer & Allen, 1991; Meyer *et al.*, 2002), but the common theme of all the definitions is that the Employee commitment is the emotional bond or attachment between the employees and their organizations. It is the relative strength of an individual’s identification with and involvement in a particular organization which can be characterized by three factors: a strong belief in and acceptance of the organization’s goals and values, which is known as affective commitment, a willingness to exert considerable effort on behalf of the organization, which is widely known as normative commitment and finally a strong desire to maintain membership in the organization, represented as continuance commitment (Stazyk *et al.*, 2011).

4. Research Methodology

The objective of the study is to find the relationship between Emotional Intelligence and Organizational Commitment in employees working from home. It is following a descriptive research design. Data collection for both variables, i.e., Emotional Intelligence and Organizational Commitment was done using two standardized scales. Emotional Intelligence was mapped using Wong and Law Emotional Intelligence Scale (2002) and for mapping Organisational Commitment, Organizational Commitment Questionnaire (OCQ) developed by Mowday, Steers and Porter (1979) was used. The data so collected was analysed using SPSS statistical software to derive the inferences from it.

5. Data Analysis and Findings

The goal of the study was to look into the relationship between EI and OC in employees who worked from home. To better understand the link between the two variables, a correlation test was performed, followed by a regression analysis to determine the amount of the independent variable’s impact i.e., Emotional Intelligence on the dependent variable which is Organisational Commitment.

6. Hypothesis

Ho: There is no significant relationship between Emotional Intelligence and Organisational Commitment.

Table 1. Correlation between emotional intelligence and organisational commitment

		Average Organisational Commitment	Average Emotional Intelligence
Average Organisational Commitment	Pearson Correlation	1	.534**
	Sig. (2-tailed)		.002
	N	32	32
Average Emotional Intelligence	Pearson Correlation	.534**	1
	Sig. (2-tailed)	.002	
	N	32	32

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

H₁: There is significant relationship between Emotional Intelligence and Organisational Commitment

Analysis

To define the relationship between emotional intelligence and organisational commitment, a Pearson Correlation score was generated. From Table 1 it can be observed that the Pearson correlation value for the association between emotional intelligence and organisational commitment is 0.534, which is regarded as a moderate number to indicate the strength of the relationship between the two variables. As a result of the preceding output and analysis,

it can be concluded that the null hypothesis is rejected since the value of r=0.534 indicates that the two variables are moderately correlated.

Analysis

Table 2 shows the R-value for the simple correlation. The Value for R is 0.534, indicating that there is a medium degree of association. The Adjusted R square score reflects how much emotional intelligence can explain in terms of overall organisational commitment variation. Above Table shows that the Adjusted R square value is 0.261, which suggests that emotional intelligence explains 26.1

Table 2. Regression analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.534 ^a	.285	.261	.73861

a. Predictors: (Constant), Average Emotional Intelligence

Table 3. ANOVA output

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.531	1	6.531	11.971	.002 ^b
	Residual	16.366	30	.546		
	Total	22.897	31			

a. Dependent Variable: Average Organisational Commitment

b. Predictors: (Constant), Average Emotional Intelligence

per cent of the variation in organisation commitment levels. This demonstrates that the regression model is fairly fitted.

Analysis

The F value and Sig. answer the question “Do the Independent variable reliably predict the dependent variable?” As can be seen from Table 3, the sig. value. No is 0.02, which is less than alpha, i.e., 0.05, so it can be inferred that, yes, emotional intelligence level predicts the level of organisational commitment.

7. Conclusion

The present study was made to study the relationship between Emotional Intelligence and Organisational Commitment in employees working from home. We learn that emotional intelligence has a moderate impact on organisational commitment as there are various other factors that come into play, like job satisfaction, employee performance, organisational behaviour, etc.

From the research carried out we see that the people with higher emotional intelligence were more committed to their organisation whereas for the other people organisational commitment was not the only factor. Emotionally Intelligent personnel show a moderate degree of continuance commitment and tend to remain with the organization. Continuance commitment is the attachment of an employee to the employing organization in which he/she cares about his investments and achievements and hopes to carry these achievements to fruition until the time of retirement or leaving the organization. In other words, he is self-centred and carries on with the same organization for his/her material gain. Normative commitment to the employing organization may also be positively affected by emotional intelligence, with people feeling obliged and morally bound to their organization.

After understanding Emotional Intelligence and its impact we can gauge its importance in organisations hence if emotional intelligence is also kept as a selection criterion in recruitment and selection it can prove to be beneficial in various ways.

8. References

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