

A Study On Emotional Intelligence Concerning Organizational Commitment And Job Satisfaction

Ms. Shachi Gupta¹, Dr. Vandana Bharti²

¹Research Scholar, ITM University, Gwalior, MP

²Dean (School of Management), ITM University, Gwalior, MP

Abstract

This study contributes to checking out the association between emotional intelligence, job satisfaction, and organizational commitment of first-time managers in the manufacturing and service industry in India. Job Satisfaction acts as a mediating variable to test the effect between EI and OC. The study followed the questionnaire survey to collect the data and the SEM PLS approach has been used to conclude the research hypotheses. The study shows that direct relationships between EI and OC have been found insignificant. The mediator role of JS has been found significant. EI and OC have a positive effect through JS.

Keywords: Emotional Intelligence, Job Satisfaction, Organizational Commitment, First-Time Manager

1. Introduction

The epidemic of Covid-19 had witnessed a significant hit on the manufacturing and service industry globally. The global shutdown impacted an extensive drop in production and a deep decline in services that resulted in the loss of jobs across all business sectors. Many industries had decelerated and are still struggling for survival. There had been a massive talent churn during the pandemic. The situation got worst when people lost their loved ones in the pandemic. Feeling of isolation, fear of infection, and unemployment created an environment of depression and despair in society. Working from home had disturbed the employee's productivity and they are feeling more stressed. Connor Eichenauer, states that during pandemics the challenges for the managers and supervisors were to support their subordinates during these difficult times while also motivating them for better productivity and goal achievement (Eichenauer et al., 2021).

It is observed that over the past few months the situation is recovering. Organizations started developing a robust ecosystem with the adaptation of digitization, technological up-gradations, and people-orientation. It was

realized that people need to be more emotionally balanced to handle adverse situations. Now, organizations focus on multi-skilling and preparing their workforce to deliver new business models after the pandemic (Agrawal et al., 2020). Behavioral and emotional competencies are now looked upon. The researcher states that emotional intelligence would help people to overcome the consequences of the pandemic (Persich et al., 2021). According to Yasir Mansoor Kundi, individuals with high EI can handle stress and conflicts effectively (Kundi & Badar, 2021). They further state that a positive attitude and mindset are the essential factors that impact job satisfaction and commitment to the organization (Kundi & Badar, 2021).

Now, organizations are supporting their managers and supervisors to overcome the challenges and create an environment to cope with the norms of the new normal. First-time managers are expected to be more sensitive towards their subordinates and demonstrate a high level of commitment which may result in better job satisfaction. The first-time managers need to be responsible for their own as well as the team's activities and should demonstrate the behavior of a role model. Jessica Erickson states

that first-time managers sometimes are unaware of their team's expectations and they look to them for leadership and guidance (Erickson et al., 2007). Erickson points out that the transition from individual contributor to a manager is not an easy one, it includes establishing rapport with the team, understanding their choice and preferences, motivating and delegating the roles and responsibilities, and self-management and control (Erickson et al., 2007).

In this study, I will analyze the connection between emotional intelligence and job satisfaction on organizational commitment specifically focusing on first-time managers of the manufacturing and service industry.

2. Literature Review

2.1. Emotional Intelligence (EI)

Emotions are expressed differently by different individuals. In the workplace, it becomes essential that people understand each other emotions and respond appropriately. It was a myth that individual should keep their emotions away while working. Howard Gardener believed that there are eight independent bits of intelligence (H. Gardner, 1983). 'Interpersonal intelligence' reflects sensitivity to others' moods and feelings, the ability to cooperate and empathize with others is essential for managers and leaders (H. Gardner, 1983). John D. Mayer and Peter Salovey suggested, "emotional intelligence" as an element of "social intelligence" and Gardner's "personal intelligence" (Salovey & Mayer, 1990). Daniel Goleman, an American Psychologists who popularized the term 'emotional intelligence' states in his book "Emotional Intelligence - why it can matter more IQ" that emotions facilitate effective decision making, the ability to handle situations better, and drive individual thoughts and actions (Goleman, 1995). Goleman defines emotional intelligence as the capacity to be aware of our own emotions and others as well, inspire and drive ourselves, and deal with emotions well in ourselves and our relationships (Goleman, 1998b). Leaders with emotional intelligence are more happier and indebted to their organization (Abraham, 2000). According to Gardner the competence to successfully manage emotions

enables the leader to deal with the stress of the job, the frustrations, disappointments and joys (L. Gardner & Stough, 2002).

Since the concept of emotional intelligence evolved researchers had suggested different theories and models. Initially, Mayer and Salovey theoretically explained emotional intelligence based on the proficiency to examine and express emotions, regulate emotions, and understand emotions (Salovey & Mayer, 1990). The model was further revised and proposed as the ability model (1997) which had four dimensions that are (i). ability to identify, perceive and express emotions; (ii). acceptance and assimilation of emotions; (iii) understanding of emotions, and (iv). regulating and managing the emotions (Mayer et al., 2000, 2004; Neubauer & Freudenthaler, 2005). Daniel Goleman identifies emotional intelligence as a key competency to be successful in the workplace (Goleman, 1998b). He suggested a framework where 20 competencies were clustered into four components: 1). Self-Awareness; 2). Self-Management; 3). Social-Awareness and 4). Relationship-Management (Goleman, 1998a). Reuven Bar-On developed the Bar-On model, based on the concept of "positive psychology" (Bar-On, 2010). He states that 10 key factors are categorized into five dimensions that impact emotional intelligence which contributes to individual success (Neubauer & Freudenthaler, 2005). He originated the term "Emotional Quotient (EQ)".

2.2. Organizational Commitment

Organizational commitment is the level of trust demonstrated by an employee through his behavior at the organization he is working. When an employee is highly devoted to his organization, his performance is aligned with the organization's goals and he will become the organization's asset. He will put more effect and will go the extra mile to achieve the organization's objectives (Nam NGUYEN et al., 2020). Siriporn K. and Charoenchai A. find that employees having organizational commitment demonstrate effective performances and result in lower attrition (Khetjenkarn & Agmapisarn, 2020; Wu, 2011). Abdulrahman A. in his study states that employee's determination for

organization relates to aligning with the organizational goals and a firm commitment towards the organization's principles and philosophy goes beyond and extends additional support and desire to be associated with the organization forever (Alsughayir, 2021; Verma et al., 1985).

2.3. Job Satisfaction

Job satisfaction is the state of contentment that an employee feels positive about his job. Job satisfaction relates to the attitude toward their

profession. Individuals who have a positive approach to their jobs in terms of both physical and mental fulfillment will be satisfied when the organization's goals are met (Khetjenkarn & Agmapisarn, 2020). Job satisfaction is the outcome of the actual work environment versus expected (Bulińska-Stangrecka & Bagińska, 2021) extended to what people like or dislike about their jobs (Shooshtarian et al., 2013).

Job satisfaction is the key factor to enhance employee productivity and performance that results in a commitment to the organization.

Table 1: Definition and factors of research variables.

Variables	Stated definition of the construct	No items/ questions	Source/ Ref.
Emotional Intelligence	Proficiency to know own emotions and express them appropriately, understanding and comprehending other's emotions, managing and regulating the emotions that foster the growth and success in one's life (SEA) Self-emotional appraisal: self/ an individual's ability to recognize and naturally express their emotions and feelings. (OEA) Others' emotional appraisal: proficiency to perceive and understand the emotions of others (UOE) Use of emotion: competence to utilize the emotions by positively directing them for effective performance (ROE) Regulation of emotion: ability to manage emotions and enable them to be free from distress.	16	(Law et al., 2004a)
Job Satisfaction	a joyful or positive emotional state coming from one's job or work experience	5	(Judge & Klinger, 2000)
Organizational Commitment	an alignment of an individual with the organization's goal and values, always willing to contribute to the organization's growth, and desire for long-term stability within the organization	15	(Bozeman & Perrewe, 2001)

2.4. Emotional intelligence(EI); Job Satisfaction(JS); and Organizational commitment(OC)

Individuals with high EI can recognize and regulate their own emotions and can deal with people, effectively handling unpleasant and stressful situations leading to job satisfaction (Lee, 2018). According to H. Lee, emotional intelligence fosters feelings of emotional well-being, enhances self-esteem and pleasant moods, and reduces negative affective emotions. These factors all contribute to greater work satisfaction (Goleman, 1995; Lee, 2018; Salovey & Mayer, 1990). Wong and Law in their study described the four dimensions of emotional intelligence that were distinct from early traditional personality traits and factors. These dimensions are – (a) Self Emotion Appraisal (SEA); (b) Other Emotion Appraisal (OEA); (c) Use of Emotions (UOE)

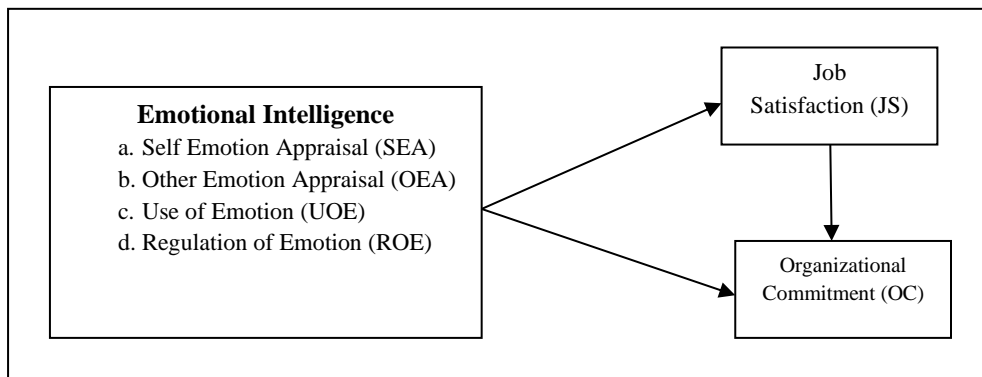
and (d) Regulation of Emotion (ROE) (Law et al., 2004b)

Job satisfaction leads to an organizational commitment by reflecting an optimistic mindset toward own work and the organization as a whole (D. R. Gopinath, 2020). Gopinath states the findings of Greenberg and Baron that organizational commitment describes how much people identify with the company where they work, how committed they are to it, and whether or not they are willing to leave it (D. R. Gopinath, 2020; Greenberg & Baron, 1995).

3. Conceptual Model and Hypothesis

3.1. Conceptual Model

Based on the literature review, the research question and research gap were identified. The hypothesis was formed and a research framework was proposed.



Emotional intelligence is an independent variable (IV) and the dependent variable (DV) is an organizational commitment with the mediator as job satisfaction.

3.2. Hypothesis

H₁: Emotional Intelligence positively direct related to organizational commitment

H₂: Emotional Intelligence positively direct related to job satisfaction

H₃: Job Satisfaction mediates positively with emotional intelligence and organizational commitment

4. Research Methodology

The study used a quantitative research design to investigate the association of emotional

intelligence on organizational commitment with the mediating role of job satisfaction among first-time managers of the manufacturing and service industry in India. I used the convenience sampling technique in this research to determine the target sample. The first-time managers in the manufacturing and service industry were the target population of this study. The sample size of the research comprises 318 first-time managers, all the responses collected from India.

4.1. Survey Instruments

The measurement scale used for Emotional intelligence (EI) is WLEIS (Wong and Law Emotional Intelligence Scale) which comprises 16 indicators (four indicators reflecting the four components of emotional intelligence) and has

the 7-Likert scale (1=totally disagree to 7=totally agree) (Law et al., 2004a).

The measurement scale of Job satisfaction (JS) is Brayfield and Rothe's (1951) five-item scale on the 5-point Likert Scale from 1= strongly disagree to 5 = strongly agree (Judge & Klinger, 2000).

Mowday, Steers, & Porter's (1979) scale for Organizational commitment (OC) was used which has 15 item scale (one Item has been excluded as it was not relevant for the specific study) and the 5-point Likert scale was used from 1=strongly disagree to 5=strongly agree (Mowday et al., 1979).

5. Data Analysis and Findings

5.1. Demographic Profile of Respondents

The demographic of first-time managers includes 318 respondents. Out of 318 respondents 245 or 77% are males and the remaining are females (23%), 43% of the manager belong to the age group between 36 years-45 years, and 32% belong between 26 years-35 years. 69% of respondents belong to the service industry whereas 31% are from manufacturing. The educational qualification of managers with Post Graduate degrees was 144 (45%) and managers with Graduate degrees was 90 (28%) and Professional degrees was 82 (26%). Respondents with managerial experience between 0 to 5 years are (44%) and 5.1 years-0 years above (26%).

Table 2. Demographic profile of respondents

Sample size	318	In (%)
Percentage		
Male (M)	245	77%
Female (F)	73	23%
Age (in years)		
Less than 25	20	6%
26-35	102	32%
36-45	141	44%
46 and above	55	17%
Industry Type		
Manufacturing	98	31%
Service	220	69%
Educational Qualification		
Graduate	90	28%
Post Graduate	144	45%
Professional	82	26%
Doctorate	2	1%
Managerial Experience		
0-5	141	44%
5.1-10	83	26%
10.1-15	45	14%
15 years and above	49	15%

5.2. Reliability Analysis

The PLS-SEM SmartPLS 3.0 was used to examine the data. The measurement model describes the relationship between the construct and the indicators. According to Table 3, the value of AVE is greater than 0.5 (AVE>0.5) for

each construct. The composite reliability>0.7 constitutes good reliability (Hair et al., 2019). According to Table 3, the composite reliability value against each construct is above 0.7. Thus, it can be concluded that all the variables in this study had good reliability.

Table 3. Measurement Model Analysis I

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EI_SEA	0.723	0.748	0.827	0.548
EI_OEA	0.741	0.770	0.838	0.568
EI_UOE	0.814	0.820	0.878	0.643
EI_ROE	0.850	0.858	0.898	0.689
Job_Sat	0.736	0.850	0.833	0.586
Org_Com	0.869	0.899	0.899	0.536

5.3. Discriminant Validity

The analysis was conducted and the discriminant validity and HTMT ratio were investigated based on the recommendations (i). Discriminant validity index (Fornell, C., & Larcker, 1981), and (ii). Heterotrait-Monotrait (HTMT) ratio (Henseler et al., 2015). Table 4 showed the values

of discriminant validity that were found satisfied. It was observed that the square-root of AVE of all constructs in the diagonal (0.732 to 0.830) was more than the square of internal construct correlation. The results of HTMT ratio for the constructs were observed (0.194 to 0.830) and it was revealed that it qualifies the index criteria (value to be less > than 1) (Henseler et al., 2015).

Table 4. Measurement Model Analysis II

	EI_OEA	EI_ROE	EI_SEA	EI_UOE	Job_Sat	Org_Com
EI_OEA	0.754					
EI_ROE	0.421	0.830				
EI_SEA	0.443	0.458	0.740			
EI_UOE	0.357	0.375	0.503	0.802		
Job_Sat	0.200	0.282	0.355	0.337	0.766	
Org_Com	0.194	0.168	0.276	0.290	0.625	0.732

5.4. Structural Model Assessment

Table 5 showed the four lower constructs of Emotional Intelligence (SEA, OEA, UOE, and ROE) have no positively direct impact on organizational commitment. Thus the H1 is insignificant. The three lower constructs of EI

(UOE, ROE, and SEA) show a positive relationship with Job Satisfaction ($\beta = 0.209$, $p = 0.003$ for SEA, $\beta = 0.191$, $p = 0.004$ for UOE, $\beta = 0.119$, $p = 0.071$ for ROE) while the remaining lower construct of EI which is OEA is not positively related with Job Satisfaction.

Table 5. Hypothesis Testing Analysis

Hypothesis	Constructs	Path co-efficient for direct effect	P Values	Decision
H1: Emotional Intelligence positively direct related to	EI_SEA -> Org_Com	0.029	0.595	Unsupported
	EI_OEA -> Org_Com	0.063	0.225	Unsupported
	EI_UOE -> Org_Com	0.078	0.114	Unsupported
	EI_ROE -> Org_Com	NA	0.200	Unsupported

organizational commitment				
H2: Emotional Intelligence positively direct related to job satisfaction	EI_SEA -> Job_Sat	0.209	0.003***	Supported
	EI_OEA -> Job_Sat	NA	0.871	Unsupported
	EI_UOE -> Job_Sat	0.191	0.004***	Supported
	EI_ROE -> Job_Sat	0.119	0.071*	Supported
H3: Job Satisfaction mediates positively with emotional intelligence and organizational commitment	Job_Sat -> Org_Com	0.595	0.000***	Supported

*** P <0.005, and ** P <0.05, and * P < 0.1

The R² values of Job Satisfaction and Organization Commitment is was (0.170 and 0.403) which is more than 0.10 (acceptable level) though it predicts a moderate relationship among the constructs. The mediation effect of job satisfaction reveals the indirect effect on

Emotional Intelligence (EI) and Organizational Commitment (OC). JS is the mediating variable in this study. The result from the structural assessment states that there is a positive and significant relationship between JS and OC.

Table 6: Evaluation R²

Endogen Construct	R ²	Category
Job Satisfaction (JS)	0.170	Weak
Organizational Commitment (OC)	0.403	moderate

Q² states that there is sufficient predictive relevance for EI on JS (Q² = 0.091) and OC (Q² = 0.210). According to Lie Hu and Peter Bentler, the SRMR criteria are tested to check Goodness-Of-Fit (GoF) (Hu & Bentler, 1999). The results revealed SRMR as 0.061, acceptable limit should be lower than 0.08, which proves the good fit model (Hair et al., 2019).

6. Discussion

This study looked at how first-time managers' organizational commitment and emotional intelligence interacted, with job satisfaction serving as a mediating factor. The results demonstrated that the direct association between emotional intelligence and organizational commitment is not significant but an indirect relationship through job satisfaction is significant. However, the study shows that emotional intelligence has a positive effect on organizational commitment through the

mediating effect of job satisfaction. The past research also states similar findings (Alsughayir, 2021; R. Gopinath et al., 2020). The study proves that the ability to perceive, access, and manage self-emotions is a critical factor for a manager, whereas understanding others' emotions and managing them effectively lead to overcoming the challenges.

Additionally, the study shows that emotionally intelligent managers understand their subordinates well, and stay happy and satisfied, which leads to a long-term association with the organization.

7. Conclusion

Finally, the objective of the study was to evaluate the relationship of emotional intelligence on organizational commitment with the mediation of job satisfaction and found that it was significant. According to the study, the first-time manager EI helps in increasing their commitment toward

work, when job satisfaction mediates between them, in the manufacturing and service industry.

Future research can focus on the involvement of subordinates' feedback which will provide a better approach to predicting a manager's emotional intelligence. Additionally few demographic factors such as age, the experience will provide a better picture.

8. References

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