

A Study on the Relationship Between Emotional Intelligence and Organisational Commitment in Manufacturing Sector With Special Reference to a Private Tea Manufacturing Company in Nilgiris

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Abstract: Emotional Intelligence is one of the most talked topics in the human resource domain today. Many organisations have recognized the importance of studying and analyzing the Emotional Intelligence of their employees as it helps the organisation in understanding their employees, solving critical interpersonal problems, curating appropriate training programs and on a broader basis helps improving productivity. The study involves in assessment of the relationship between Emotional Intelligence and Organisational Commitment in manufacturing sector with special reference to a private tea manufacturing company in Nilgiris with 60 employees. The factors of Emotional Intelligence that have a significant impact on Organisational Commitment have also been analyzed and insights have been obtained.

1. About the study

The study brings out the relationship between Emotional Intelligence and Organisational Commitment among employees especially belonging to the manufacturing sector with special reference to a private tea manufacturing company in Nilgiris, Tamilnadu. The study also attempts to measure the impact of Emotional Intelligence on Organisational Commitment, bringing out through analysis, the particular factor of Emotional Intelligence that has a long-standing impact on Organisational Commitment which when left unnoticed can lead to major problems among employees in their day to day work.

The study also comes up with the necessary recommendations that help improve coordination, team work, effective communication and employee commitment towards the organisational and its goals. The commitment of employees towards the organisation and its goals largely determine the success of an organisation irrespective of what kind of industry it is focused on, this study adds additional insights to research works on Emotional Intelligence, therefore helping employees and organisations to grow together.

2. Need for the study

The research regarding Emotional Intelligence are one of the most important research topics that are discussed in human resources domain now. Emotional Intelligence are critical factors that cannot be neglected, poor Emotional Intelligence among employees indicate an awaiting danger in the path of progress of the organisation. If left unnoticed, it could seriously affect the long-term goals of the organisation. Hence it is very essential that an organisation clears all these problems at a very early stage such that it does not have to suffer on the longer run. Poor Emotional Intelligence among employees indicate lack of coordination, poor team work and worsening interpersonal relationships day by day.

The study critically uses Organisational Commitment as a core factor to fulfil two major purposes, one being understanding the relationship between Emotional Intelligence and Organisational Commitment, and two being measuring the impact of Emotional Intelligence on Organisational Commitment. The study provides much needed research insights on Emotional Intelligence among employees, especially from the manufacturing sector. There is enough scope to the study currently and as well as in near future.

3. Review of literature

It has been found that with low levels of emotional intelligence increases occupational stress, decreases job satisfaction and reduces organisational commitment among employees. Alarming levels of occupational stress and decreased job satisfaction can affect performance of employees thereby reducing the efficiency and productivity of the organisation. Emotional Intelligence is considered as a contributing factor towards employee's job satisfaction. (Samaneh Aghdasi et al., 2011)

Managers should help their employees in improving their self-management ability as it is directly connected with the organisational commitment of the employees. Higher levels of self-management capabilities among employees indicate that they can perform their duties without much supervision around them and also have independence of work at the workplace, due to which their performance increases. It has been observed that with the increase in social awareness, organisational commitment also increases. **(Ameneh Aghabozorgi et al., 2014)**

Emotional Intelligence is found to be one of the integral parts of the competencies an employee should possess to manage organisational change. The ability of the employees to handle their own emotions lead them to think positive at any circumstance thus enabling them to sustain change. Organisational changes are challenges that an employee should learn to handle, with higher emotional intelligence employees better handle changes in the workplace, thus helping them to move forward in attaining organisational outcomes. **(Nini Hartini Asnawi et al., 2014)**

There is a significant relationship between manager's emotional intelligence and employee's performance. In organisations following traditional hierarchy models of management in managing employees, a set of employees are linked with an immediate superior who is usually in the managerial rank. If the manager possesses better emotional intelligence, the way the manager behaves with the employees and the way the manager handles them become gentle, leaving no place for conflict between them, thus increasing coordination between the manager and the employees working under him. Hence organisations should focus on training managers on improving their emotional intelligence levels, so that they handle employees in a better way. **(U Gunu et al., 2014)**

Emotional Intelligence helps increase efficiency, productivity and organisational commitment. It is also considered to be one of the major factors which motivates employees and also helps the organisation to retain talented workforce. Talented workforce is one of the key components that determine the success of the organisation, many organisations focus on talent management and talent retention with high preference and priority. Improved levels of emotional intelligence and good work life balance are the core determinants of the success of an organisation. **(Desti Kannaiah., 2015)**

Emotional Intelligence is a combination of four major factors, namely, self-awareness, self-management, social awareness and relationship management. These four major factors of emotional intelligence have a greater impact on job performance. It is essential that one should have higher emotional intelligence to sustain high performance and competitive advantage in the workplace. **(Mafuzah Mohamad et al., 2015)**

Emotional Intelligence induces voluntary and positive behaviours among employees. The induced positive behaviour helps the organisation maintain a good workplace environment and a great organisational climate that supports employees at all levels in the organisation. If employees understand, control and use their emotions effectively, they will create a positive work environment for organisational outcomes to flourish. **(B Radha et al., 2017)**

Emotional Intelligence is an important factor involved in talent retention. Stronger workforce implies efficient performance, enhanced productivity and efficiency. The more skilled the workforce is, the more simplified and easier it is to take on tasks and complete the same according to the schedules of the organisation. **(Patiraj Kumari et al., 2017)**

Employees who have good emotional intelligence are capable of keeping themselves in control at circumstances of conflict, and are proven to have higher tolerance when compared with employees having poor emotional intelligence. This sense of controlling emotions at conflicting situations helps employees build good relationships between their colleagues. **(Yohanes Bambang et al., 2018)**

Emotional Intelligence plays a crucial role in organisations. It has an impact on the behaviour of the employees and the level of empathy they show towards their colleagues. Employees showing empathy towards their colleagues shows their concerns for each other, and also helps in building good interpersonal relationships that support coordination within the organisation. It is necessary to hire employees with good emotional intelligence for organisational success. **(Savita Saini., 2018)**

High emotional intelligence lets employees foster positive relations with colleagues which helps them perform well in groups and build social status. Increase in emotional intelligence, increases performance among employees, thus helping the organisation in achieving their mission and vision in the longer run.

(K.N. Lakshmi et al., 2018)

Employees should develop self-management ability to feel more productive in an organisation. Higher levels of self-management motivate employees to work better with their capabilities. Analysing emotions lead to increase in self-confidence and focus in achieving organisational goals. (S Yuvaraj., 2018)

Employees get motivated when paid higher, with higher compensation plans their commitment towards the organisation also increases. Higher emotional intelligence and better compensation plans put together has a positive correlation with the organisational commitment of the employees with the organisation. (Dasista Happy Karnia et al., 2019)

Emotional Intelligence should be given high importance while designing skill development programs in organisations. Employees with higher emotional intelligence have the capability to positively impact organisational structure. (M. Theboral Victoriya et al., 2019)

Emotional Intelligence has a positive correlation and significant effect on employee performance, job satisfaction and organisational commitment. Poor emotional intelligence can affect collective performance of the organisation. (Zaini Fadhli et al., 2020)

4. Objective of the study

The study has a major objective to check whether emotional intelligence has an influence on organisational commitment in manufacturing sector with special reference to a private tea manufacturing company in Nilgiris, Tamilnadu. In order to meet this major objective, the objectives of study are simplified into two as listed below.

Primary objective

To check if emotional intelligence has a significant impact on organisational commitment.

Secondary objective

To study the relationship between factors of emotional intelligence and organisational commitment.

5. Research methodology

Research design: The study chooses a descriptive research design where in the primary data is collected through an online survey form with the intensions of meeting the study objectives. This study examines the relationship between emotional intelligence and organisational commitment in manufacturing sector with special reference to a private tea manufacturer in Nilgiris. The study also provides insights on which factor of emotional intelligence affects most the organisational commitment.

Data collection: The data needed for the study was collected as primary data through online survey forms from 60 of 60 working employees in the organisation. Likert 5-point scale adopted questionnaire on Emotional Intelligence from Emily A. Sterrett (2000) and on Organisational Commitment from Mowday, Steers, & Porter (1979) with 40 questions in total was circulated among employees electronically with the help of Google Forms and data was collected.

6. Data interpretation

Reliability analysis: Reliability Analysis was conducted to test the consistency of the scales used in the questionnaire. Cronbach's Alpha Value was used for the purpose, greater the value of alpha, greater is the consistency of scale used. Below is the table of results for the reliability analysis conducted for this study.

RELIABILITY ANALYSIS OF DATA

TABLE 1 – RELIABILITY ANALYSIS

Analysed Component	Cronbach's Alpha	Number of Items
Combined Scale	0.907	35
Emotional Intelligence Scale	0.874	20
Organisational Commitment Scale	0.856	15

The obtained Cronbach's Alpha Value for combined scale that is, Emotional Intelligence Scale and Organisational Commitment Scale put together is 0.907 which is greater than the necessary threshold value of 0.70, hence the Combined Scale is consistent and reliable. Further analysing the consistency of individual scales, the Cronbach's Alpha Value for Emotional Intelligence Scale is 0.874 and that for Organisational Commitment

Scale is 0.856, in both these scales the observed values are greater than the threshold value 0.70, hence the scales are consistent and reliable individually. The strong reliability shown in these scales gives the necessary confidence to proceed further with analysis of data, and also implies the results of this research are significantly reliable providing good research insights on many aspects regarding Emotional Intelligence and Organisational Commitment.

7. Percentage analysis

Percentage Analysis was conducted to study the demography of the collected primary data through online survey forms. Below are the table of results for the percentage analysis conducted for this study.

This study contains four major demographic variables, they are listed below,

- Gender
- Age
- Marital Status
- Work Experience

The interpretations for the percentage analysis done are as follows

Percentage analysis – gender

TABLE 2 – PERCENTAGE ANALYSIS (GENDER)					
Valid Responses	Component Analysed	Frequency	Percent	Valid Percent	Cumulative Percent
	Male	40	66.7	66.7	66.7
	Female	20	33.3	33.3	100.0
	Total	60	100.0	100.0	

The total number of respondents to the survey is 60. Out of the 60 respondents, 66.7% are Male, that is 40 respondents are Male and 33.3% are Female, that is 20 respondents are Female. The primary data consists of a greater number of Male respondents. The results show the internal employee demography of gender in the organisation.

PERCENTAGE ANALYSIS – AGE

TABLE 3 – PERCENTAGE ANALYSIS (AGE)					
Valid Responses	Component Analysed	Frequency	Percent	Valid Percent	Cumulative Percent
	18 - 25	49	81.7	81.7	81.7
	26 - 35	5	8.3	8.3	90.0
	36 - 45	4	6.7	6.7	96.7
	56 - 60	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

The total number of respondents to the survey is 60. Out of 60 respondents, 81.7 % of the respondents belong to the age category of 18-25, 8.3% of the respondents belong to the age category of 26-35, 6.7% of the respondents belong to the age category of 36-45 and 3.3% of the respondents belong to the age category of 56-60, that is, 49 respondents belong to the age category of 18-25, 5 respondents belong to the age category 26-35, 4 respondents belong to the age category of 36-45 and 2 respondents belong to the age category of 56-60. The results show the internal employee demography of age in the organisation.

PERCENTAGE ANALYSIS – MARITAL STATUS

TABLE 4 – PERCENTAGE ANALYSIS (MARITAL STATUS)					
Valid Responses	Component Analysed	Frequency	Percent	Valid Percent	Cumulative Percent
	Married	11	18.3	18.3	18.3
	Unmarried	49	81.7	81.7	100.0
	Total	60	100.0	100.0	

The total number of respondents to the survey is 60. Out of the 60 respondents, 18.3% are Married, that is 11 respondents are Married and 81.7% are Unmarried, that is 49 respondents are Unmarried. The results show the internal employee demography of marital status in the organisation.

PERCENTAGE ANALYSIS – WORK EXPERIENCE

	Component Analysed	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Responses	1	19	31.7	31.7	31.7
	2	26	43.3	43.3	75.0
	3	5	8.3	8.3	83.3
	4	1	1.7	1.7	85.0
	5+	9	15.0	15.0	100.0
	Total	60	100.0	100.0	

The total number of respondents to the survey is 60. Out of the 60 respondents, 31.7 % of the respondents have a work experience of 1 year, 43.3% of the respondents have a work experience of 2 years, 8.3% of the respondents have a work experience of 3 years, 1.7% of the respondents have a work experience of 4 years and 15.0% of the respondents have a work experience of more than 5 years, that is 19 respondents have a work experience of 1 year, 26 respondents have a work experience of 2 years, 5 respondents have a work experience of 3 years, 1 respondent has a work experience of 4 years and 9 respondents have a work experience of more than 5 years. The results show the internal employee demography of work experience in the organisation.

8. Correlation analysis

Correlation Analysis is a statistical method used to evaluate the strength of relationship between two quantitative factors. Normally the correlation coefficient value between two factors must lie between -1 to +1. Factors having correlation value nearing +1 are said to be highly correlated with each other and those having value nearing -1 are said to be weakly correlated with each other. The table of results for the Correlation Analysis conducted on the data of the study is as follows.

	Component Analysed	Pearson Correlation	Significance (2 – Tailed)	Correlation
Organisational Commitment	Self-Awareness	0.519 **	0.000	High
	Self-Management	0.697 **	0.000	Very High
	Social Awareness	0.419 **	0.001	Low
	Relationship Management	0.532 **	0.000	High

** . Correlation is significant at the 0.01 level (2 – Tailed)

The results show that the major factor of the study, Organisational Commitment has a very high correlation with Self-Management (0.697) and has a high correlation with Relationship Management (0.532), Self-Awareness (0.519). It has a low correlation with Social Awareness (0.419). The results recommend higher attention to Self-Management to improve Organisational Commitment of the employees, as it shows a very high correlation with Organisational Commitment. Improving remaining factors also improves the Organisational Commitment of the employees as all studied factors show significant positive correlation.

9. Regression analysis

Regression Analysis is a set of statistical ways of estimating the relationship between a dependent variable and one or more independent variables. As far as this study is concerned, linear regression technique using analysis of variance (ANOVA) has been used to identify the relationship between the dependent variable and independent variables.

Hypothesis are to be set to conduct the analysis and infer the results, two hypotheses are set, they are called the Null Hypothesis (H0) and Alternate Hypothesis (H1). If the results are statically significant, then Null Hypothesis (H0) is rejected and Alternate Hypothesis (H1) is accepted and vice versa if results are not statically significant.

10. Model summary

The model summary table reports the strength of the relationship between the model and the dependent variable. R, the multiple correlation coefficient, is the linear correlation between the observed and model-predicted values of the dependent variable. Its large value indicates a strong relationship. R Square, the coefficient of determination, is the squared value of the multiple correlation coefficient. Adjusted R Square is a "corrected" R Square statistic that penalises models with large numbers of parameters.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649	.421	.411	.455
Predictors: (Constant), Emotional Intelligence				

The model summary shows that the strength of the model taken for analysis is 42.1% which is above the threshold value of 30% for qualitative studies like this study.

Analysis of variance (anova)

An Analysis Of Variance (ANOVA) Test is a way to find out whether the results of a survey are significant or insignificant. In simple words this test results tells us whether we should accept the Null Hypothesis (H0) and reject the Alternate Hypothesis (H1) or reject the Null Hypothesis (H0) and accept the Alternate Hypothesis.

11. Defining hypothesis

NULL HYPOTHESIS (H0)

Emotional Intelligence does not have a significant impact on Organisational Commitment.

The table of results for the Analysis Of Variance (ANOVA) Test conducted on the data of the study is as follows.

Model	Component Analysed	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.717	1	8.717	42.117	.000
	Residual	12.004	58	.207		
	Total	20.721	59			
Dependent Variable: Organisational Commitment Predictors: (Constant), Emotional Intelligence						

The results show that the obtained Significance Value is 0.000 which is less than 0.05, provided that the Level of Significance is at 5%. Therefore, the data is statistically significant, which means that Null Hypothesis (H0) should be rejected and Alternate Hypothesis (H1) should be accepted.

12. Construction of regression equation

A regression equation is a statistical model that determined the specific relationship between the predictor variable and the outcome variable. The coefficients that contribute to the regression equation are as follows.

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-1.100	.417		-2.636	.011

	Emotional Intelligence	.694	.107	.649	6.490	.000
Dependent Variable: Organisational Commitment						

The regression equation table clearly shows that Emotional Intelligence (0.000) is statistically significant, hence implying that Emotional Intelligence has a significant impact on Organisational Commitment.

13. Regression equation

The regression equation has been constructed with inputs from regression equation table and is presented below,

$$\text{Organisational Commitment} = - 1.100 + 0.694(\text{Emotional Intelligence})$$

Intelligence becomes zero, proving the fact that with lower Emotional Intelligence, lower is the Organisational Commitment.

14. Limitations OF THE STUDY

The study also has a few limitations, the limitations of the study are because of the following factors listed below,

- The study results are based on the data from only 60 respondents
- The study has only focused on impact of emotional intelligence on organisational commitment
- The study has been conducted for a particular manufacturing company only
- The study does not speak about organisational commitment at designation levels in the company

15. Suggestions and recommendations

The study presents the following suggestions and recommendations with the help of the data collected from 60 respondents, which was analysed and interpreted thereafter. The study recommends that the company should provide more importance to self-management as it has a very high correlation with organisational commitment, organising training programs to improve self-management as a skill can help the organisation to improve the organisational commitment of the employees. It has also been found that, self-awareness and relationship management have a positive correlation with organisational commitment, hence improving these factors also improves organisational commitment. The company should ensure there is smooth conduct and good interpersonal relationship among employees to have an increased organisational commitment. The study has found that the social awareness among employees of the company is very low, therefore the study strongly recommends special attention to social awareness, the company should find ways to improve social awareness among employees as it has a fairly positive correlation with organisational commitment and therefore can improve organisational commitment among employees.

16. Conclusion

The study therefore concludes that emotional intelligence has a statistically significant impact on organisational commitment among employees of manufacturing sector with special reference to a private tea manufacturing company in Nilgiris, Tamilnadu.

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