

# “Job satisfaction is the mediator of Emotional Intelligence and Organizational Commitment”

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## ABSTRACT

The Increasing interest in the Emotional Intelligence within the Indian organization system has been attributed to the popularization of the construct of the Emotional Intelligence in the research area. The Emotional Development in the organizations assumes that, the emotional Intelligence is a trait which is associated with job satisfaction which in turn enhances loyalty and commitment. This is because the satisfied employee will have a stronger desire to belong to the organization and is willing to display greater organizational citizenship behavior. The workplace is an environment filled with all kinds of people and personalities that come together and work for a common goal. Since it is rare that two people will have the same personality types, workers will always have different ways to solving problems and finding methods to complete tasks. Whether workers express how they are feeling openly or keep to themselves, emotions have an effect on job satisfaction and thus organizational commitment. Both positive and negative emotions will affect how a person will describe their satisfaction with their job (Fisher 185). The objective of the current study is to determine the impact of manager's Emotional Intelligence on organizational commitment in mediation to job satisfaction in manufacturing industries.

**Keywords:** Emotional intelligence, job satisfaction & Organizational Commitment

### Conceptual Back ground

*In Today's cut-throat competition*, complex and multidimensional business environment, organizations are facing the challenges not only in enhancing the productivity but also coping with the pressure of managing efficient and effective human resources (HR) practices in the form of hiring, developing and retaining skillful employees. In this regards, new dimensions of organizational behavior such as understanding the emotional intelligence of the employees, employee commitment and employee satisfaction have gained rapid prominence on the strategic roadmap of the organization. *The survival of organization depends upon a loyal and committed workforce*. Various studies have stressed out that in an organization the benefits of a loyal and committed workforce and the central role HRM practices may play in creating and maintaining commitment (Iles *et al.*, 1990; Iverson and Buttigieg, 1999; Meyer and Smith, 2000; and Gould-Williams, 2004). Meyer and Smith (2000) argued that, unless employees believe they have been treated fairly, they will not be committed to the organization. Oglivie, 1986 and Meyer and Smith, (2000) showed that organizational commitment is more strongly influenced by employees' perceptions of HRM practices such as fairness of promotion practices than by task or role variables

### Organizational Management

Robbins & Coulter, (2005) concluded that people are the most significant asset of the organization. The modern workplace for most organizations can be very diverse as the workforce today is filled with people with different skills, attitudes, and characteristics. As such, public and private administrators must become effective managers of individuals with diverse cultures, backgrounds, and interests. Managers must have human skills to manage effectively which relates to emotional intelligence and in turns provides job satisfaction and organizational commitment at the work place. Thus, in world of innovation in business organizations, the relationship between Emotional Intelligence, Job satisfaction and also organizational commitment especially in manufacturing industry is a key topic of concern among managers and employees.

## Review of Literature

### Emotional Intelligence and Job Satisfaction

Konstantinos Kafetsios and Mary Loumakou, (2007) examined the associations of trait Emotional Intelligence (EI) and emotional regulation with affect and satisfaction at work. Chiva Recardo, Alegre Joaquin (2008) investigated the relationship between **emotional intelligence** (EI) and **job satisfaction**, by taking into consideration organizational learning capability (OLC). Abdulazim Ghoniem, Sayed ElKhouly, Ghada Mohsen and Mohammed Ibrahim, (2011) argued and showed that employees who are of high emotional intelligence are more satisfied with their work more than the employees who are of low emotional intelligence. Abi Ealias, Jijo George, (2012) demonstrated that designation of the employee doesn't affect his job satisfaction and emotional intelligence. While experience and marital status has a significant effects on two concepts. It was further distinguished that *Manager's Emotional Intelligence had a significant positive relationship with Non Managerial employee's Job Satisfaction* (U.W.M.R. Sampath Kappagoda).

### Job satisfaction and Organizational Commitment:

Neeru Malhotra, Avinandan Mukherjee, (2004) conducted a study together and correlated Job satisfaction and organizational Commitment. Jen-Te Yang (2008) analyzed and found that employee turnover intent is greatly influenced by his/her commitment to the organization and that can be reinforced by providing job satisfaction. (Rose, Raduan che, Kurnar naresh, Ong Gua Pak, 2009) portrays that there is a relationship between **organizational learning** **organizational commitment**, **job satisfaction** and work performance.

### Emotional Intelligence and Organizational Commitment:

**Loannis Nikolaou ,Loannis Tsaousis, (2002) found a positive correlation between EI and organizational commitment .** Loannis Nikolaou, Loannis Tsaouosis, (2002) also analyzed a negative correlation between Emotional Intelligence and stress at work indicating that high scorer on overall EI suffered less stress related to occupational environment. John H Humphreys, Lee E Weyant and Robert D. Sprague, (2003) analyzed the relationship between leader behavior, follower commitment and the emotional and practical Intelligence of each. The research reveals that there is no significant relationship between leader's behavior or intelligence measures and their follower's organizational Commitment. Those followers who were judged to be highly committed, however, rated their leaders as more transformational than their lesser committed cohorts. Hassan Rangriz & Javad Maharani, (2010) noted that employees Emotional Intelligence, Organizational Commitment and their performance are significantly related with one another. **(Kerry S. Webb, (2011) investigated** that leaders are practicing behaviors related to well-being and sociability more frequently than self-control or emotionality. However, the attributes of emotionality and self-control have significant impact on employee commitment.. **Siti Sarawati Hj. Johar , Ishak Mad Shah, (2014) found that emotional intelligence dimension among employees are able to become more relevant with the increasing availability of commitment of employee when there was the element of self-esteem as a mediator factor.**

### Relationship between Emotional Intelligence, Job satisfaction and Organizational Commitment:

D.A. Adiyemo, (2007) examined the mediating effect of emotional intelligence on the relationship between job satisfaction and organizational commitment. Guldal Guleryuza, Semra Gunevb, Eren Miski Aydinb, Oznur Asanb, (2008) examined and reveals that job satisfaction is a mediator between emotional intelligence and organizational commitment. The other finding of the study was that “SEA” and “UOE” have direct effects on organizational commitment whereas job satisfaction is a mediator between “regulation of emotion” and organizational commitment. Eran Vigoda-Gadot Galit Meisler, (2010) results supported a moderating

role of emotional intelligence in the relationship between organizational politics and emotional commitment, as well as between organizational politics and employees' absenteeism. Other direct mediating effects of political perceptions and skills are noted. Kerry S. Webb, (2013) concluded that there was significant impact of job satisfaction on organizational commitment and that emotional intelligence mediates the relationship between job satisfaction and organizational commitment. Based on the findings, it is suggested that emotional intelligence could be used as an intervention to enhance organizational commitment. Afzaal H. Seyal1 & Taha Afzaal, (2013) indicated that two out of seven dimensions of EI and affective component of organizational commitment strongly predict the job satisfaction.

### Research Gap

**The variety of empirical results available in the literature indicates that there are still some important unanswered questions regarding the connections between Emotional Intelligence, Satisfaction and commitment among managers specifically in manufacturing industry. Some mechanism is required to distinguish between competing views of the link that is helpful in meeting this goal (Guldal Guleryuza, Semra Gunevb, Eren Miski Aydinb, Oznur Asanb, 2008.)**

### Research Methodology

This research study opts for quantitative research to discover emotional intelligence impacting the job satisfaction and organizational commitment.

#### Objectives of Study

- To find the impact of Manager's Emotional Intelligence on their Job satisfaction.
- To find the impact of Manager's Emotional Intelligence on their Organizational Commitment.
- To find the impact of Manager's Job satisfaction on their Organizational Commitment.
- To find the impact of Manager's Emotional Intelligence on Organizational Commitment in mediation to job satisfaction.
- To give the suggestions for enhancing emotional intelligence, job satisfaction and organizational commitment in organizations.
- To indicate the directions for future research in the selected literature streams of emotional intelligence, job satisfaction and organizational commitment.

#### Scope

The study covered the Manufacturing units of MP Madhya Pradesh. With the help of this research Managers can restructure their factors which are responsible for their Emotional Intelligence Level and can increase their Job Satisfaction and commitment towards the organization.

#### Research Hypothesis:

**H 1:** There is a significant impact of Emotional Intelligence on Job Satisfaction for the managers of manufacturing industry.

**H2:** There is a significant impact of Emotional intelligence on organizational commitment for the managers of manufacturing industry.

**H 3:** There is a significant impact of job satisfaction on organizational commitment for the managers of manufacturing industry.

**H4:** There is a significant impact of emotional intelligence on organizational commitment in mediation to job satisfaction for the managers of manufacturing industry.

**Research Design**

**Type of Research:** To investigate the relationship between variables, the research approach took the form of an empirical quantitative design. For the purpose of study a correlative descriptive research design was used.

**Research Instrument:** *The following survey instruments are used in research:*

**Emotional Intelligence:** Wong and Law Emotional Intelligence Scale (Law, Wong, and Song 2004; Wong and Law 2002).

**Job Satisfaction,** 10 items scale on job satisfaction was used which is developed by Scott Macdonald Peter MacIntyre (1997).

**Organizational Commitment:** The 15 item organizational commitment scale (15 OCQ) has been used which was developed by Mowday et al. 1979. All respondents were asked a total of 41 questions, excluding questions in demographic variables (Gender, Age, work experience).

**Sampling:** Sample selected random sampling method

**Sample Size:** Sample size for primary research was 300 respondents which include, Top Level and Middle level Employees of manufacturing units.

**Data Collection:** This research is based on primary as well as secondary data. The primary data is collected with the help of questionnaires. Out of 300 respondents only 220 respondents returned back the filled questionnaire and a total of 198 people answered all questions. The response rate is 66 % of the survey.

**Area of Study:** The area selected for research will be manufacturing industry in Madhya Pradesh.

**Data Analysis & Interpretation:** SPSS 20.0 was used to analyze the data. Reliability analysis, regression analysis, ANOVA, SOBEL test was used for hypothesis testing.

**Research Results**

**Reliability Analysis:**

The table below shows reliability of the variables.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.883	15

**Reliability**

**Scale: ALL VARIABLES**

**Case Processing Summary**

		N	%
Cases	Valid	198	81.8
	Excluded <sup>a</sup>	44	18.2
	Total	242	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.845	10

**Hypothesis Testing:**

**H 1:** There is a significant impact of Emotional Intelligence on Job Satisfaction for the managers of manufacturing industry.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.280 <sup>a</sup>	.078	.074	.64659

a. Predictors: (Constant), MEAN\_EI

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.393	.421		5.689	.000
	MEAN_EI	.411	.101	.280	4.079	.000

a. Dependent Variable: MEAN\_JS

**Interpretation:**

Emotional Intelligence (EI) significantly predicted on Job Satisfaction (JS),  $\beta = 0.411$ ,  $t(197) = 4.079$ ,  $p < .05$  (.000). EI also explained a significant proportion of variance on JS.  $R^2 = 0.078$ ,  $F(1, 196) = 16.641$ ,  $p < .05$  (.000). Thus hypothesis is accepted.

**H2:** There is a significant impact of Emotional intelligence on organizational commitment for the managers of manufacturing industry:

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.328 <sup>a</sup>	.108	.103	.22952

a. Predictors: (Constant), MEAN\_EI

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.741	.149		18.355	.000
	MEAN_EI	.174	.036	.328	4.859	.000

a. Dependent Variable: MEAN\_OC

**Interpretation:** Emotional Intelligence (EI) significantly predicted on Organizational Commitment (OC),  $\beta = .174$ ,  $t(197) = 4.859$ ,  $p < .05$  (.000). EI also explained a significant proportion of variance on OC.  $R^2 = 0.108$ ,  $F(1, 196) = 23.613$ ,  $p < .05$  (.000). Thus hypothesis is accepted.

**H3:** There is a significant impact of job satisfaction on organizational commitment for the managers of manufacturing industry.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.100 <sup>a</sup>	.010	.005	.24173

a. Predictors: (Constant), MEAN\_JS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.314	.106		31.123	.000
	MEAN_JS	.036	.026	.100	1.406	.161

a. Dependent Variable: MEAN\_OC

**Interpretation:**

Job Satisfaction insignificantly predicted on Organizational Commitment (OC),  $\beta = .036$ ,  $t(197) = 1.406$ ,  $p < .05$  (.161). JS also explained a significant proportion of variance on OC.  $R^2 = 0.10$ ,  $F(1, 196) = 1.978$ ,  $p < .05$  (.161). Thus hypothesis is accepted.

**H4:** There is a significant impact of emotional intelligence on organizational commitment in mediation to job satisfaction for the managers of manufacturing industry.

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.314	.106		31.123	.000
MEAN_JS	.072	.042	.100	1.806	.081

a. Dependent Variable: MEAN\_OC

Sobel test statistics: 1.61048

Two tailed probability: 0.041

**Interpretation:**

“Results of the Sobel test suggest that the association between Emotional Intelligence and Organizational Commitment is significantly mediated by Job satisfaction ( $t' = 1.806, p < 0.01$ ). Thus these results suggest that Emotional Intelligence influences Job satisfaction, and which influence the commitment of employees toward organization. Thus hypothesis is accepted.

**Results & Discussion**

- Emotional Intelligence of managers have a significant positive effect on job satisfaction. In others words, managers with high Emotional Intelligence had greater job satisfaction. It means the people who are high in Emotional Intelligence perceive their job to be more satisfying. So they are more in charge of their own behavior and also perceive others in a more balanced way and will perform better at work place which in turns enhance organizational productivity.
- The results qualify that Emotional Intelligence of Managers has a significant positive impact on Organizational Commitment which means that Managers with high Emotional Intelligence will be more committed towards organization than those of lesser Emotional Intelligence. **This result reveals that the people who are emotionally intelligent can understand their own and other's emotions and feeling in a better way and can use emotions management skills effectively and efficiently in crisis and critical incidences at the work place. This can make them to be more emotionally stable and hence their commitment toward the organization can be increased and in turns organizational citizenship behavior can be developed.**
- The another result reveals that job satisfaction have a significant impact on Organizational Commitment or It can be explained as the people who are more satisfied with job are more committed toward organization. In this study the results does not support theory as it is showing the insignificant impact of job satisfaction on organizational commitment.
- The researcher also found that there is a significant positive impact of Emotional Intelligence on organizational commitment in mediation to job satisfaction. This relationship describes that Emotional intelligence in people can influence their commitment towards organization with the mediating effect of job satisfaction. Although It has been proved that people who are more Emotionally Intelligent can directly influence organizational commitment but there is a role of Job satisfaction between these two variables. People who are more emotionally intelligent perceive to be more satisfying with their job and their satisfaction with job ultimately increase their commitment towards organization. The job satisfaction can itself be influences by many work place related factors such as boredom, job stress, isolation and danger of injury or illness work place environment etc. Thus Emotionally intelligent people can handle these factors and cope up with the environment effectively which can influence their individual performance and satisfaction with job. In this way those who are more satisfied with job are likely to be more committed towards organization as it can reduces their turnover intentions, increase loyalty towards work and can directly contribute in Organizational effectiveness.

## Conclusion

**The pioneering study has full-filled its objectives. The study's findings suggest that EI would significantly impact Organizational commitment in mediation to job satisfaction.** The study also concludes that organizational commitment is not influenced by only emotional intelligence but it is mediated by job satisfaction too. It should be supported by the strength of the emotional intelligence competencies and job satisfaction. The study findings may prove that Emotional Intelligence and Job satisfaction can make a real contribution to organizational commitment and productivity because better committed employees will apply their efforts willingly to the optimum level which will enhance organizational growth. Emotional intelligence shapes employees to be more emotionally positive and stable, thereby making them more productive which results in better quality work and high commitment. This study is certainly capable of inspiring new ideas that can lead in problem statement of other research in the years to come, as well can help add to the literature review of other researchers.

## Implications of Research

**To the Organizations:** Practically, organizations that wish to reap the benefits of highly committed employees need to consider their job satisfaction which can be influenced by their emotional intelligence. The relevant and appropriate HRM policies will allow their members to enhance their commitment and ultimately the productivity of organizations. Motivation and other HRM practices can help the organizations in this context. The research will provide data to the Organization regarding the Emotional Intelligence level of managers, their attitude towards jobs and their commitment towards the organizations which helps them to sensitize their lacking areas to improve upon.

**To the Researcher:** In India lots of research required in this field for increasing the commitment level of employees. Variables can be tested to a different group of population by the further research. The effect of gender can also be tested. Based on limitations, the study provides recommendations for future research to conduct a broader analysis not only limited to Manufacturing Sector but others as well. The further researcher should focus on the role of these variables in addition to other organizational variables to predict the performance and productivity of organization.

**To the Practitioner:** The major practical implication for practitioners is the need to monitor the commitment of employees in their organization as it exhibit the implementation of HRM practices at work place. Our findings clearly support the need for organizations to evaluate and monitor their employee's Job satisfaction and organizational commitment. The research will be useful for practitioners by providing data regarding the loopholes in the system. Where they are lacking □ And how much potential they have □ With the help of this research they can remove or restructure their factors which are responsible for short comings and can manage the emotions, satisfaction and commitment simultaneously and effectively. The research is useful for the practitioners to obtain high economic cost of obtaining and retaining a high committed work force.

## Limitations and Future Research

- The surveying of the population in itself is subject to criticism. The survey is based on self-reported information that is further exposed to response-bias and the study lacks the methods of controlling this so we suggest that caution should be exercised in generalizing the result.
- Since the study is based on a single industry so again any attempt in generalizing the results should carefully be made and there is a scope in other sector for generalizing the results.
- The results of this study are limited and constrained by the three measures used for this study. So there is a huge scope of work by adding few more variables.
- In addition, the results of this study are bound by the context of the research, we also recommend that future research endeavors be focused on this aspect and replication of this study into different work-settings especially cross-cultural and cross industry will further improve the study results within different perspectives.
- In the manufacturing perspective future studies should focus on the role of these variables in addition to other organizational variables to predict the performance and productivity of organization.



- Since it was not possible for me to take the population and respondents from all cities of Madhya Pradesh. Then there may be chances of deficiencies in facts.
- The research was conducted in Madhya Pradesh region and the results are based on respondents of Madhya Pradesh. So there is a big scope to work at national and international level.

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