

Impact of Emotional Intelligence on Affective Commitment of Employees in Recruitment Firms

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ABSTRACT

The present study aims to investigate the impact of emotional intelligence on the affective commitment of employees working in recruitment firms of Gurgaon. 120 employees from three recruitment firms were chosen using convenience sampling method. The data was analyzed using correlation and linear regression through SPSS 22 version. The findings revealed that emotional intelligence has a statistically significant and positive impact on the affective commitment of employees.

Key Words: Emotional Intelligence, Affective commitment, Recruitment Firms

1. Introduction

Numerous studies have been conducted in the domain of psychology, which aim at deriving a clear understanding of human emotions. Human emotions play a significant role in every phase of life an individual leads. As stated by David and Congleton (2013), the emotional ability of an individual is vitally responsible for navigating the twists and turns of life. Tools like open mindedness and self-acceptance have been introduced, which help in navigating these abilities. This is where the role of emotional intelligence steps in. The term Emotional Intelligence was coined by Mayer and Salovey, they define it as the basic understanding significant for emotional growth. Later, Daniel Goleman gave more prominence to this term and introduced a EI competency model. As defined by Daniel Goleman, "Emotional Intelligence is the area of cognitive ability that facilitates interpersonal behavior." Emotional intelligence is composed of five core elements that are important for emotional understanding. These core components are listed as follows:

- a. Self-awareness- It refers to the awareness regarding one's own emotions and the way these emotions could possibly affect other people. Also, it implies the knowledge of strength and weakness on individual basis.
- b. Self-regulation- It refers to the ability of staying in control at times of conflicting situations. Knowing one's value, holding oneself accountable instead of blaming others and remaining calm in stressful situations are the best ways to build self-regulation.
- c. Motivation- Individuals who are self-motivated effectively move towards accomplishment of goals and gain work efficiency.

- d. Empathy- Acquiring empathy is one of the crucial abilities. It implies, "putting yourself in someone else's position."
- e. Social skills- It is one of the most significant elements of Emotional Intelligence. People who work greatly on social skill set of emotional intelligence turn out to be great communicators. Therefore, they are open to sharing new ideas and raising a voice when something is inappropriate.

The rapidly advancing world demands distinguished individuals. Not only does the organization look for people who possess a significant level of IQ, but also looks for EQ. "Emotional Quotient is the measure of an individual's ability to analyze and understand the emotions of oneself and other people". Several studies have been conducted which focus to study the impact of Emotional Intelligence on numerous aspects of life. Specifically, from the organizational perspective, numerous studies have been conducted which aim to identify the impact of emotional intelligence on job satisfaction, employee productivity, work life balance, employee commitment, performance. The following paper aims at identifying the impact of emotional intelligence on employee commitment. Robbins and Judge (2013) have stated that organizational commitment is the level to which an individual indulges in the organization. It also incorporates the time an employee wants to dedicate to the organization. A three competent model of commitment was developed by Meyer, J.P and Allen N.J. This model depicts affective commitment (a desire), continuance commitment (a need), normative commitment (an obligation). This paper specifically takes the affective commitment into consideration for fulfilling

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the objective of the research study. This is because the affective commitment incorporates the behavior and attitudinal aspect which can be best explained with emotional intelligence. It has been identified by numerous researchers that employee commitment is directly affected by the practices prevailing in the organization. These include working environment, working culture etc. It plays a very vital role in retaining the employees in the organization.

2. Literature Review

Emotional intelligence has been defined by numerous researchers in different ways. However, the outcome of all the research has come down to a conclusion that emotional intelligence is a very significant component, and it adversely affects individuals in different ways. As stated by Salovey, P and Mayer (1990), a major difference has been spotted between the people who possess certain level of emotional intelligence with respect to those who do not. They depicted that individual who possess emotional intelligence successfully proceed towards their goals whereas those who do not tend to be captive in their own emotions. It is also observed by these learned people that people with high level of emotional intelligence are more like minded and open. They also indulge themselves in a socially active environment and keep the negativity away. In an investigation conducted by Mayer (2004), he stated that people who possess high level of emotional intelligence are more likely to be agreeable and open as compared to those who do not. These people were successful in keeping the negative aspect in their lives away. Also, in another emotional intelligence study, it was observed that the value of emotional intelligence of the Australian employees is considered more than the Indian Employees. U Gunu and Oladepo, RO (2014) states that emotional Intelligence is directly proportional to employee productivity and employee commitment. Wiens K (2017) proves that emotional intelligence plays a very important role in stress management. It has been observed that employees in the organization can easily manage stress using the tools of emotional intelligence which are self-management and self-awareness.

Employee commitment has been defined in varied ways. It incorporates dedication towards work, desire to work for the organization, (Bateman and Strasser). Mowday, Porter and Steers (1979), brought the commitment related issues and behaviors into light. Robbins and Judge (2013) have stated that organizational commitment is the level to which an individual invests and indulges himself in the organization. It also incorporates the time that an employee wants to spend in the organization.

Buchanan defined commitment as the relationship between the organization and the employee. Three types of Commitment were identified by Meyer and Allen (1991), namely, affective commitment, normative commitment, and continuance commitment. A three competent model was built on the same by Meyer, J.P, Allen, N.J. which clearly defines affective commitment as a desire, normative commitment as an obligation and continuance commitment as a need. Meyer and Allen (1997) also stated that the membership of the employees towards the organization is retained by their own choice which thereby becomes their commitment. At present, Numerous studies have been conducted which specifically emphasize on employee commitment. This is in need, as it is very important for organizations to retain the employees. However, there are very few studies which aim to identify the impact of emotional intelligence on employee commitment solely. As stated by Alvino (2014), the actions like dedicating long working hours and increasing the productivity commence with the emotional attachment towards the organization. There are several organizational factors that are significantly impacted by the emotional intelligence of an individual. The best way to define affective commitment would be the extent to which an employee emotionally, mentally, and physically vests in the organization. This research study aims to identify the impact of emotional intelligence on affective commitment.

3. Methodology

3.1 Research Objective

To investigate the impact of emotional intelligence on the affective commitment of employees in recruitment firms

3.2 Hypothesis

H1: There is a significant impact of emotional intelligence on affective commitment in recruiting companies at Gurgaon

3.3 Sample and Data Collection

To fulfill the research objective, three recruitment firms in Gurgaon were chosen. A sample of 110 employees currently working in the organization, and not at a managerial post were considered eligible for the research sample. The sampling method used was convenience sampling method. The questionnaire was administered on 115 employees but only 110 employees filled the questionnaire giving a return rate of 95.65%

3.4 Measures

The measures have been adapted for the present study. The adapted questionnaire was a blend of questions from

both the variables Emotional intelligence and affective commitment respectively.

Emotional Intelligence was measured using a questionnaire which incorporated the five major elements of Emotional intelligence. This questionnaire was developed by Wong and Law (2002) and is titled as Wong and Law's Emotional Intelligence Scale. For Employee Commitment, the adapted version of Allen and Mayer's affective commitment scale (1990) was used. The questions of both questionnaires were marked on five-point Likert Scale.

The independent variable is Emotional Intelligence, and the dependent variable is Affective Commitment.

4. Data Analysis & Interpretation

The gathered data was analyzed using SPSS 22.0 version (Statistical Package for Social Science). Correlation and regression techniques were used to accomplish the objective.

Table 1 Demographic Profile of the Respondents

Gender	
Male	53
Female	57
Marital Status	
Married	16
Unmarried	94
Years of experience	
0-5	79
5-10	22
10-15	9
15 or more	-

Table 1 depicts the classification of employees as per the demographic factors. It enumerates the specific number of respondents. Out of total 110 respondents, 53 were males and 57 were females. Also, 16 were married and 94 were unmarried. A total of 79 respondents had 0-5 years of experience, 22 employees had 5-10 years of experience, 9 had 10-15 years of experience and nobody fell under the category of 15 or more years of experience.

Correlation analysis

Table 2

		EI	EC
EI	Pearson Correlation	1	.629**
	Sig. (2-tailed)		.000
	N	110	110
EC	Pearson Correlation	.629**	1
	Sig. (2-tailed)	.000	
	N	110	110

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

The value of Pearson coefficient correlation shows the direct relationship between the dependent and independent variables. It can be interpreted from the above table the value of correlation coefficient lies between +1 & -1 i.e., 0.629, and the value is found to be significant at as p value < 0.01 significance level. Therefore, it may be inferred that there exists a positive relationship between the two variables

Testing of Hypothesis

H1: There is a significant impact of Emotional Intelligence on affective Commitment in recruiting companies at Gurgaon.

Regression Analysis

R-Square, also known as the coefficient of determination, is a commonly used statistic to identify the percent of variance. Specifically, it depicts how good the independent variable predicts dependent variable. The value of R-Square varies between 0.0 to 1.0. This value is multiplied by 100 to convert it into percentage of variance.

As shown in Table 3, the R squared value depicts the extent and strength to which Emotional intelligence explains Affective Commitment. As per the table, the precise value is .395, that is 39% of Affective Commitment is explained by Emotional Intelligence.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.629 ^a	.395	.390	3.75273	.395	70.579	1	108	.000

a. Predictors: (Constant), EI b. Dependent Variable: AC

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	993.957	1	993.957	70.579	.000 ^a
	Residual	1520.961	108	14.083		
	Total	2514.918	109			

a. Dependent Variable: EC b. Predictors: (Constant), EI

As per the Table 4, the significant value is .000. This depicts that the model is significant for conducting the research and determining the impact of Emotional Intelligence on Affective Commitment.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.041	2.635		6.088	.000
	EI	.589	.070	.629	8.401	.000

a. Dependent Variable: EC

As per Table 5, which depicts the contribution of Emotional intelligence on Employee commitment of the employees of 3 recruiting firms, the main outcome is explained through the regression line. The unstandardized regression coefficient (B) signifies the extent to which the independent variable (Emotional Intelligence) has impact on the dependent variable (Affective commitment). The slope depicts the marginal change in Affective commitment in relation to one unit change in Emotional intelligence. The model can be expressed as an equation stated below:

$$Y = a + bx$$

Where,

Y= Affective Commitment (Dependent variable)

a= Constant

b= coefficient of independent variable

x= Emotional Intelligence (Independent variable)

$$\text{Affective Commitment} = 16.041 + (.589) (\text{Emotional intelligence})$$

The above equation shows a direct relationship between both the variables. If the Emotional intelligence increases by one unit, then the Affective commitment will increase by .589 units.

5. Conclusion

The current study tried to identify and analyze the impact of Emotional intelligence on Affective Commitment. The data was gathered from 3 recruiting firms in Gurgaon and the analysis was conducted using SPSS software. The outcome of the study, by applying Correlation and Regression analysis, came to be as a positive direct relationship between both the variables taken into consideration for the research. This enumerates that there is significant relationship between emotional intelligence and affective commitment. There was a need to conduct this study as Emotional intelligence plays a vital role in determining employee's behavior and dedication towards the organization. Therefore, only affective commitment component was considered for this research study. Results

also show that most respondents were females, and the age group of the respondents was 22-23.

6. Limitations

The foremost limitation in the research study is the consideration of only 3 recruiting firms for achieving the objective. The result of the study lacks generalizability. Hence, the future research must emphasize on these limitations by focusing on other firms and tap other geographic locations to study the impact of emotional intelligence on affective commitment.

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