

CHAPTER 7

CONCLUSION

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The main aim of the present research was to explore the Relationship between Emotional Intelligence of Leader with Organizational Commitment and Intention to quit of subordinates in Indian Pharmaceutical Industry. The preceding chapters discussed the research work carried out with the above objective. The analysis of data showed that Emotional intelligence of the leader was related significantly with all constructs under study namely Organizational Commitment ,Intention to Quit, Employee Engagement and Organizational Climate . Emotional intelligence of the leader had a high positive relation with Organizational Commitment and Employee Engagement of group and moderately high positive correlation with Organizational Climate of group .Also it had a high negative relation with Intention to quit. The current chapter presents the conclusion of the Research.

7.1 Contributions of current study

The current study adds to researchers efforts to understand the relationship between Emotional Intelligence of leaders and factors such as organizational climate Employee Engagement , organizational commitment and turnover intentions of subordinate amongst sales persons in Pharmaceutical Industry .It is worth noting here that there are hardly any studies available with focus on Organizational Commitment and Turnover intentions of sales personnel in Pharmaceutical Industry in India .Present study is a valuable input in given research field .It contributes a new direction in the research on Organizational commitment amongst sales personnel in Indian Pharmaceutical Industry . The results of present study may give a new perspective to overcome the problem of high employee turnover in Indian Pharmaceutical Industry in recent years .The fact that statistically

significant relation was found between Emotional Intelligence of leaders and Organizational commitment as well as intention to Quit can assist with the understanding of how managers can utilize their emotional Intelligence in getting the desired type of Organizational commitment .The study also contributes to our understanding of importance of Emotional Intelligence of leaders in building Employee Engagement and creating the right Organizational climate .

The study shows that Emotional Intelligence of leaders plays a very important role in determining the Employee Engagement of subordinates .It also has some influence on Organizational climate .The Employee Engagement and Organizational climate in turn affect the Organizational commitment and turnover intentions .

From this study it appears that demographic factors ,do not have statistically significant role in development of Organizational commitment in Indian pharmaceutical Industry .This finding too is very important and indicates that Human Resource management in Pharmaceutical companies in India should focus on improving Emotional Intelligence of their leaders instead of controlling employee variables in an attempt to build right type of Organizational Commitment .

7.2 Implications and recommendations

Empirical evidence appears to support the view that Emotional Intelligence of leaders ,Employee Engagement and Organizational Climate can influence the development of organizational commitment ,especially affective commitment .Organizations that require their employees to develop organizational commitment should provide a supportive work

environment which creates mutually beneficial environment .The work environment or in other words the Organizational climate should encourage independent decision making and give freedom and flexibility to employees during work .This kind of Organizational climate would be called as Independence oriented climate .

Managers interested in fostering commitment among their employees can gain by understanding importance of Emotional Intelligence .Ability to understand emotional needs of subordinates (Empathy), and to be able to manage the subordinates in terms of their emotional needs (Managing Others) are important skills that every manager in Pharmaceutical sales would need to harness. In order to improve on these skills managers can gain by seeking guidance from growing literature on Emotional Intelligence. The Organizations can conduct training programs for present leaders for improving Emotional Intelligence.

Another important implication could be in area of recruitment .The empirical research gives evidence to support the fact that Emotional Intelligence of leaders is critical for Organizational commitment of subordinates in Pharmaceutical Industry . The Organizations from Pharmaceutical Industry would therefore gain from including Emotional Intelligence testing as a part of recruitment screening especially for leadership positions .

7.3 Directions For Future Research

The results of the present study should be cross-validated in India as well as in other countries. It seems as if the result of the present study give only limited , and somewhat contradictory information on the role of emotional intelligence in organizations. Further exploration of this phenomenon is needed. Since very few studies are available with research done in Pharmaceutical Industry , further research is recommended in relationship between different constructs to add to empirical research in this field .

7.4 Limitations of study

The findings of this study should be viewed with few limitations in mind .Self reported measures were used to measure constructs .It is a well known fact that this may cause common method variance challenges .

Another limitation can be sampling bias .Most of the respondents were mainly from a single organization with the other organizations in the study providing remaining sample It may not be therefore possible to generalize this findings to the other organizations in the country .This thesis explores the impact of emotional intelligence of leaders on Organizational Commitment of frontline sales executives who are their subordinates in Pharmaceutical Industry . The responses of questions therefore are likely to be industry specific .Hence is not representative of employees working in all Industries .

The Organizational commitment and Intention to quit by subordinates was studied with respect to Emotional Intelligence of leaders .Emotional Intelligence of leaders was confined to self rating .Inclusion of rating by subordinate about ‘Emotional intelligence of leader ‘ as perceived by them might have increased accuracy .

The predictive validity of emotional intelligence varies considerably and depends on the context, criterion of interest, and specific theory used (e.g. Emmerling &Goleman, 2003).

Emotional intelligence is a relatively recent psychological construct that has attracted substantial interest in both the popular literature and within academia. A major appeal of emotional intelligence lies in its possibility of contributing to a portion of the remaining variance in job performance that traditional cognitive intelligence leaves unexplained (Van Rooy & Viswesvaran, 2003).

Another limitation of study pertains to the fact that several different test instruments have been designed in order to measure the construct of EI over a relatively short period of time .Although these models and measurements have received a great deal of interest ,they are still considered to be evolving .As a consequence ,there is still much debate amongst researchers as to how EI can be most effectively measured .

Non response bias may also occur ,thus those employees who did not response would be deemed non representatives of the sample .Significant empirical analysis and generalization of the research findings are reliant upon the response rates of the proposed surveys .

Use of sales personnel alone to measure Organizational level variables could have affected the validity of responses .The field employees ,being away from main organization , may not be fully aware of some of the organizational practices within their organization and might have given inaccurate responses .

Despite these limitations the research findings contribute to extend the literature on the variables associated with the development of Organizational commitment and reduction of employee turnover by supporting the findings of previous researchers .

7.5 Conclusion

The objective of the present study was to determine relationship between the Emotional Intelligence of Leaders, and Organizational commitment , Intention to quit climate of their followers/subordinates along with Employee Engagement and Organizational in current employment. The study was focused on sales personnel in Pharmaceutical study .The study was designed to address the problem of high employee turnover in pharmaceutical Industry in recent years.

The results of the study showed that emotional intelligence explains a significant portion of the variance in Organizational commitment of sales representative in Indian Pharmaceutical Industry . It can also account for additional variance in other dependent variable such as Employee Engagement and Organizational climate . Empathy and Management of others were two factors of Emotional Intelligence of leaders which had very strong and significant relationships with almost all constructs related with Organizational Commitment . This indicates that the leaders in Pharmaceutical Industry need to improve their Emotional Intelligence in this area to minimize Employee turnover .

In conclusion, this study has provided insights into, and suggested some potential modifications to, personnel selection and training programs for Pharmaceutical Sales personnel. It is now up to Pharmaceutical Industry to use these findings and adjust their recruitment and training of frontline employees.