

CHAPTER 3

**OBJECTIVES AND
HYPOTHESES**

CHAPTER 3: OBJECTIVES AND HYPOTHESES

In the preceding chapters, an attempt was made to provide a comprehensive background of the study so that the research problem could be seen in a context & then to study the literature relevant for this study. This chapter is devoted to the statement of problems, the purpose and objectives of the study.

3.1 Statement of the problem

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 sales persons in Indian pharmaceutical industry . Prior research shows that there is a positive relationship of organizational commitment with constructs like employee engagement and organizational climate . The present research therefore also explored the interrelationship between workplace related constructs such as employee engagement , organizational climate ,organizational commitment and intention to quit of an employee with emotional intelligence of a leader. In order to study influence of demographic variables on organizational commitment, the relationship between demographic variables such as age ,gender ,experience ,position , number of job changes and organizational commitment as was studied . Relation between demographic variables and intention to quit was also studied . All these research areas were divided into three well structured research questions which are

Research question 1 : What is Relationship between emotional intelligence of leaders and organizational commitment and turnover intention of subordinates ?

Research Question 2 :What is the interrelationship between workplace related constructs such as employee engagement , organizational climate ,organizational commitment and intention to quit of an employee with emotional intelligence of a leader ?

Research Question 3 : To what extent each of the demographic variables such as age ,gender ,education ,job changes , experience and position affects organizational commitment of subordinates ?

In order to explore the answers to above research questions following variables given in section 3.2 were identified as variables under study .

3.2 Variables under study

In the present research there were total five variables under study .As discussed in chapter 2 ,all these five variables were related with each other .It was therefore decided to identify various combinations of dependent and independent variables which would answer one or more research questions given above in section 3.1 .Eleven pairs of independent variables with their respective dependent variables were identified .They are given in table 3.1 below

Table 3.1 Variables Under Study

Independent variable	Dependant variable
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Emotional Intelligence of leaders	Organizational Commitment
	Employee Engagement
	Organizational Climate
	Intention to quit
Employee Engagement	Organizational commitment
	Intention to quit
Organizational Climate	Employee Engagement
	Organizational commitment
	Intention to quit
Organizational commitment	Intention to quit
	Demographic variables

3.3 Hypotheses

With help of above mentioned dependent and independent variables 11 hypotheses were framed to find answers to the research questions

Hypothesis 1

Emotionally intelligent individuals are ‘optimistic’, a trait that enables them to focus on the resolution, rather than the reasoning (who is at fault). The working in any given organization imposes difficulties that may result in feelings of frustration. Emotionally intelligent individuals would know not to hold the organization responsible for every feeling of frustration (Abraham, 1999), as they are adept at placing themselves in positive affective states, and able to experience negative affective states that have insignificant destructive consequences (Salovey and Mayer, 1989-1990). On the fundamental level, people are motivated not only by the rational exchange approach (Vroom, 1964), but also by the extent to which they are connected emotionally to their work and by the extent to which its contents provide them with such experiences as joy, excitement, surprise and frustration (Ashforth and Humphrey, 1995). Recent research on the association between employee satisfaction and job performance suggests that the

single most important contributor to feeling of employee engagement ,empowerment and satisfaction is based on the relationship they have with the leaders of the organization (Sheridan & Vrendenburgh,1978. Thus, higher emotional intelligence of leaders is expected to augment a higher level of commitment to the organization . On basis of this ,following hypothesis was suggested

H1 Emotional Intelligence of leaders will have positive relation with Organizational commitment of subordinates

Hypothesis 2

Leaderships and employee relationship play a key role in organizational success .Recent research on the association between employee satisfaction and job performance suggests that the single most important contributor to feeling of employee engagement ,empowerment and satisfaction is based on the relationship they have with the leaders of the organization (Sheridan & Vrendenburgh,1978;Ribelin 2003;Eisenberger ,Stinglhamber,Vandenbergh ,Suchrski ,Ivan& Rhoades ,2002; Rhoades,L., Eisenberger,&Armeli S.(2001)) On basis of above research ,the hypothesis is as follows :

H2 Emotional intelligence of Leaders will have positive relation with employee engagement of subordinates

Hypothesis 3

Leaderships and employee relationship play a key role in organizational success .Recent research on the association between employee satisfaction and job performance suggests that the single most important contributor to feeling of employee engagement ,empowerment and satisfaction is based on the relationship they have with the leaders of

the organization (Sheridan & Vrendenburgh, 1978; Ribelin 2003; Eisenberger, Stinglhamber, Vandenberghe, Suchrski, Ivan & Rhoades, 2002; Rhoades, L., Eisenberger, & Armeli S. (2001)) Based on the above research it is hypothesized that

H3 Emotional Intelligence of leaders will have a positive relation with Organizational climate of subordinates.

Hypothesis 4

Leaderships and employee relationship play a key role in organizational success. Recent research on the association between employee satisfaction and job performance suggests that the single most important contributor to feeling of employee engagement, empowerment and satisfaction is based on the relationship they have with the leaders of the organization (Sheridan & Vrendenburgh, 1978; Ribelin 2003; Eisenberger, Stinglhamber, Vandenberghe, Suchrski, Ivan & Rhoades, 2002; Rhoades, L., Eisenberger, & Armeli S. (2001)) The following hypotheses are suggested

H4 Emotional Intelligence of the leader will have negative relationship with Intention to quit of subordinates .

Hypothesis 5

A study of nearly 8000 employees in 36 companies found that business units whose employees had high average levels of Employee Engagement had higher level of commitment and lower levels of employee turnovers. (The corporate Leadership council report 2004). On basis of this research it is hypothesized as follows :

H5 Employee engagement will have a positive relation with organizational commitment .

Hypothesis 6

A study of nearly 8000 employees in 36 companies found that business units whose employees had high average levels of Employee Engagement had higher level of commitment and lower levels of employee turnovers .(The corporate Leadership council report 2004) The following hypotheses are suggested

H 6 Employee Engagement will have negative relation with Intention to quit

Hypothesis 7

Mellor, Moore and Loquet (2004) define employee turnover as the individual who may be thinking about quitting a job. The theory of reasoned action suggested that intention was a psychological precursor to the actual behavior act (Ajzen & Fishbein, 1980). This means that an individual's intention to perform or not to perform a behavioral act is the immediate determinant of action.

Based on this notion an individual who nurtures the thought of quitting his present profession is more likely to do so if the right condition exists, or if the adverse condition that warranted the thought of intent persists (Ajzen & Fishbein, 1980). The following hypotheses are suggested

H7 Organizational climate will have a positive relation with Employee Engagement

Hypothesis 8

Adela Mc Murray (1994) studied the relationship between organizational commitment and organizational climate in three large Australian automotive component

manufacturing companies.. A significant correlation (.66) between organizational commitment and organizational climate was discovered. Mueller, Boyer, Price, and Iverson (1994) found that organizational commitment was positively correlated with job satisfaction (.787) and Somers (1995) reported that affective commitment and normative commitment correlated with intent to remain (.46 and .39; $p < .01$, respectively). More recently, Chaturvedi (2007) studied the impact of job experience and organizational climate on organizational commitment in Telecom Industry in Indian context. The study revealed positive correlation between job experience and organizational climate and a strong positive correlation between favorable organizational climate and organizational commitment. Based on the above research it is hypothesized that

H8 Organizational climate will have a positive relation with Organizational commitment

Hypothesis 9

Employees have a strong need to be informed. Organization with strong communication systems enjoy lower turnover of staff (Labov 1997). Employees feel comfortable to stay longer, in positions where they are involved in some level of the decision-making process. That is employees should fully understand about issues that affect their working atmosphere or in other words the organizational climate (Magner et al. 1996). In the absence of openness' in sharing information, employee empowerment the chances of continuity of employees are minimal. Costly et al. (1987). On basis of the above mentioned research work following hypothesis was proposed.

H9 Organizational climate will have a negative relation with intention to quit.

Hypothesis 10

A recent study of nearly 8000 employees in 36 companies found that business units whose employees had high average levels of engagement had higher levels of customer satisfaction ,were more productive ,had higher profits and had lower levels of turnovers and accidents .(J.K.Harter ,F.L.Schmidt,and T.L.Hayes, ”Business Unit level relationship between ,Employee satisfaction ,employee engagement and business outcomes :A Meta analysis) The above study will provide a useful framework for the eighth hypothesis of the current study .

H 10 Organizational commitment will have negative relation with Intention to Quit

The relationship between demographic variables and Organizational commitment was determined with help of hypothesis 11

Hypothesis 11

One of the research questions is concerned with relationship between demographics variables such as Age, Sex, Education ,job changes ,experience and present position in Organization and Organizational Commitment and turnover Intention . Mathieu and Zajac’s (1990) as well as Wahn (1998) who reported that women have higher Organizational Commitment than men. Similarly Mathieu and Zajac’s (1990) who reported a positive significant correlation between age and Affective Commitment. On the other hand Hawkins(1998) and Kolbert and Kwons (2000) found no significant relationship between age and organizational commitment.

H 11 Demographic variables namely Age ,Gender ,Education, Job Change ,Experience and position will have significant relation with Organizational Commitment and intention to quit for each subgroup.

