Abstract:

In today’s competitive and complex business environments, 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. To support this, effective HR policies are becoming mandatory for the success of an organization and to overcome these challenges, management of these organizations are finding new avenues of implementing effective and dynamics HR policies. 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.

In the era of cut-throat competition and advanced information technology, the survival of organization is, therefore, depends upon a loyal and committed workforce. In the era of globalization and liberalization, employees are becoming the competitive advantage for any business. A business may manage with mediocre employees but competent employees can thrust an average business to bigger heights. Likewise, bad employees can cause flourishing business empires to fall down. In a tight labor market, retaining good employees and developing employee loyalty becomes increasingly important and a continuing challenge. Employers therefore need a strategy to retain their key experts and crucial skilled workers. As prospective employers continuously bid for top performers, management strategies must therefore give due concern and sufficient resource allocation to keep employees pleased, motivated and satisfied. The idea is that the satisfied employee is less likely to pursue greener pastures. In the long-term, identifying, attracting and retaining good employees will be a critical issue to the success of an
organization. The Sloan Study found that there are clear-cut links between employee loyalty and organizational performance. The way in which human resources are deployed and managed is the key success factor in achieving competitive performance. Since, the change in generation has brought about a change of work ethics; therefore the way human resources are managed should mirror new patterns of behavior from the boardroom to the shop floor. Thus, implementation of enviable human resource management policies will have a positive effect on employee loyalty. The central role Human Resource Management (HRM) practices play in creating job satisfaction and maintaining commitment is critical.

The management of human resources in organizations has made a changeover since the 1980s from relative insignificance to strategic importance. Till the early 1970s, organizations operated in a relatively stable environment with distinct domestic markets and minimal complexities. The characteristics from late 1970s to the present are identified as dynamic global economy with cut-throat competition, advanced information technology and the upsurge of emerging economies (Schuler et al., 1993; and Anakwe, 2002). Therefore, as organizations continue to face an innumerable of challenges; their survival will depend upon the effective management of their human resources and implementation of their Human Resource Management (HRM) practices (Anakwe, 2002). The significance of HRM practices on organizational outcomes such as organizational commitment has become a fundamental topic for researchers. Various studies have stressed out that in an organization the benefits to 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. The study was continued and extended, and
Meyer and Allen's multidimensional organizational commitment was described in several ways. First, although various studies have been carried out to determine how employees' commitment to an organization develops, limited research has been carried out on the potential impact of HRM practices on multidimensional organizational commitment (Meyer and Smith, 2000; Agarwala, 2003; and Malhotra et al., 2007). Iles et al. (1990), proposed that most of the predictors of organizational commitment have been carried over from job satisfaction studies and include demographic variables, job characteristics, role stressors, organizational characteristics among others while variables more directly related to HRM practices have been neglected. The research evidence 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 (Oglivie, 1986; and Meyer and Smith, 2000).

Organizational Management:

As organizations continuously evolve, it is essential to be acquainted with who can lead and manage an organization to be effective, efficient, competent and productive. Just like a toddler needs a parent to help him or her mature and develop into an independent, sustainable, and self-sufficient adult, managers with human skills are desired to help an organization mature and develop. 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 recognize that the employees of an organization are its strongest asset that cannot easily be replaced. Robert Owen (late 1700s), Hugo Munsterberg (early 1900s), Mary Parker Follet (early 1900s), and Chester Barnard (1930s) are all early advocates of organizational behavior, and believed that people are the most significant asset of
the organization (Robbins & Coulter, 2005). As continuing the study of management, managers and administrators are realizing what early researchers stated many years ago. Thus, the researchers question who the optimum manager is based upon emotional intelligence. Management, in basic terms, can be seen as the process of achieving organizational goals with and through people using available resources in the most efficient manner possible. Generally, there are four functions of management which are planning, organizing, leading, and controlling (POLC) to achieve their organizational objective. Where, **Planning** means identifying and defining an organization’s goals and objectives, establishing an overall strategy for achieving these goals, and developing comprehensive plans to integrate and coordinate activities. **Organizing** is determining what tasks is to be done, who will do them, how to do the grouping of tasks, who will report to whom, and where decisions will be made. **Leading** is the process of motivating and directing employees, and communicating and resolving conflicts. **Controlling**, on the other hand, includes checking and monitoring performance, comparing actual results and goals with desired one, and making corrections and adjustments as needed in a timely manner. 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. In Today’s complex world of innovation, the relationship between Emotional Intelligence, Job satisfaction and also organizational commitment in organizations especially in manufacturing industry is a key topic of concern among managers and employees.
Registration Date: 22/4/2010

RDC Meeting Date: 21/09/2011

Thesis Depositing Date: 22/04/2015