Chapter 6

6.a. Findings:

The present pioneering study explores the link between emotional intelligence, organizational commitment in mediation to job satisfaction. The findings confirm the relationship among these variables proving evidence of the validity of the prior research in establishing positive relationship between Emotional Intelligence and Organizational Commitment in mediation to Job satisfaction. This study conducted by researchers as the discovery of knowledge about the emotional intelligence competencies (four dimensions) that can influence the organizational commitment of managers in mediation to Job satisfaction in Manufacturing Industry.

Research results indicate that Emotional Intelligence of Managers have a significant positive effect on job satisfaction. In others words, managers with high Emotional Intelligence had greater job satisfaction. This finding is consistent with the research by Konstantinos Kafetsios and Mary Loumakou, (2007) which indicated that the associations of trait Emotional Intelligence (EI) and emotional regulation with affect and satisfaction at work. 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 as prior studies supported that people who are more satisfies with job 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. The previous research evidence has also shown that emotional intelligence and its four dimensions
have a direct impact on organizational commitment (Siti Sarawati Hj. Johar, Ishak Mad Shah, 2014).

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. Although there can be mediating effect of other variables as well between these two variables as per prior studies conducted.

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. Many prior studies supported this research as Guldal Guleryuza, Semra Gunevb, Eren Miski Aydindb, Oznur Asanb, 2008 examined in their study, the relationship among emotional intelligence, job satisfaction and organizational commitment of nurses and the mediating effect of job satisfaction between emotional intelligence and organizational commitment. The research reveals that job satisfaction is a mediator between emotional intelligence and organizational commitment. Our study also reveals that others emotional appraisal (OEA) and Use of emotions has significant positive impact on job satisfaction which in turn increases organizational commitment and self emotional appraisal (SEA) and regulation of emotions (ROE) has no impact on Job satisfaction.

The study of demography is also appropriate to be done. In this study the author clarify the influence of demographic factors on Emotional Intelligence, Job satisfaction and Organizational Commitment. The results reveal that Emotional Intelligence of people is significantly different age wise and work experience wise. The results also clarify that Job satisfaction is also significantly different age wise and work experience wise. Organizational commitment is not significantly different age wise and work experience wise. It can be explained in this way that when the people are young and have less work experience, their emotional intelligence is not so high as they are not able to understand their own behavior and behavior of others and hence less capable to use and regulate their emotions to manage at workplace. It can also be said that young age and less experienced people are not likely to be more satisfied with job than those of old age and experienced one. Thus Emotional Intelligence and job satisfaction increases significantly with increase in age and work experience. The other demographic result indicates that
Organizational commitment is not significantly different age wise and work experience wise which explain that commitment of people towards organization is not likely to be increased by age and work experience of people as satisfaction with their work is on utmost priority. Prior studies have also supported it.

In a relationship study, the author demonstrated that while experience and marital status has significant effects on the two concepts i.e Emotional Intelligence and Job satisfaction. (Abi Ealias, Jijo George 2012). D.A. Adeyemo, (2008) also conducted study and investigated that gender and working experience have significant predictive effects on emotional intelligence. Belal A. Kaifi and Selaiman A. Noori (2010) studied and found that those who have more managerial experience have had more time to enhance their emotional intelligence skills.

6. b. Conclusion

The pioneering study has full-filled its objectives. The study was initially designed to provide the empirical evidence of the impact of emotional intelligence on organizational commitment in mediation to the job satisfaction among managers of manufacturing Industry in Madhya Pradesh. Hence 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 can 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. The Impact of emotional intelligence is a significant predictor of job satisfaction among managers which helps in increasing their commitment at work. 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.

6. c. Implications of Research

This research could be considered ‘emergent’ and provide a roadmap on how to measure the organizational Commitment in the Indian business context, and what relationships exist between the emotional intelligence, job satisfaction and organizational commitment.

To the Organizations:

Employers who are willing to grow and retain committed managers and employees in their organization, given the current challenges in business environment and competition, especially in manufacturing industry, can focus on their HRM practices as much as possible. 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 through relevant and appropriate HRM policies that 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

This research will be helpful in further research in this field. 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. It will provide a more comprehensive scholarly contribution to this area. 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.

6. d. Limitations and Future Research
Like every empirical research, based on survey techniques, the present study faced some limitations.

- 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.

- The Gender wise difference has not been studied as it was found that very less or negligible female respondents were there.

- 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.