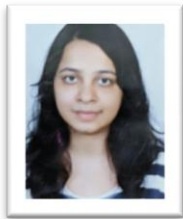


Relationship between Emotional Intelligence and Organizational Commitment in Revenue Personnel



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Abstract

The aim of this research was to find out the relationship of emotional intelligence with affective commitment, normative commitment, continuance commitment and overall organizational commitment. In the direction of the available literature, it was hypothesized that emotional intelligence will have a positive relationship with organizational commitment [overall and area-wise] in revenue personnel. Data was collected from a sample of 120 Income Tax officials working in Lucknow, Allahbad, Faizabad, Kanpur and Agra (Uttar Pradesh- India). The age of the respondents ranged between 30 years to 40 years. Correlation coefficient was conducted on the obtained data. The results revealed that emotional intelligence was positively and significantly related to affective, normative, continuance and overall organizational commitment, in revenue personnel.

Keywords: Revenue Personnel, Organizational, Emotional Intelligence

Introduction

In Organizational Psychology, organizational commitment can be broadly regarded as the employee's psychological attachment to his/ her organization. It is different from other work-related attitudes, such as job satisfaction and organizational identification.

Numerous definitions of organizational commitment exist in the literature. Porter et al. (1974) regard organisational commitment as "an attachment to the organisation, characterised by an intention to remain in it; an identification with the values and goals of the organisation, and a willingness to exert extra effort on its behalf".

O'Reilly (1989) defines organizational commitment as, "an individual's psychological bond to the organisation, including a sense of job involvement, loyalty and belief in the values of the organisation".

Meyer & Allen (1991) postulated three components of commitment: Affective, Continuance and Normative commitment.

Affective commitment refers to the emotional attachment which an employee feels towards his/ her organization. Continuance commitment refers to the commitment which employees have towards their organization, stemming from their awareness of the costs associated with leaving the organization. Normative commitment refers to the employee's feeling of obligation towards the organization. They remain in the organization because they feel that it is the right thing to do, because they ought to.

Numerous factors such as age, length of service, intelligence, sex have been known to have a contributory impact on organizational commitment. However recent investigations also highlight the importance of other factors like emotional intelligence on commitment.

Earlier, emotions were perceived as erratic and irrational an adversary to intelligence (Schaffer et al. 1940). However, later researches (Mandler 1984; Mayer and Salovey 1997) recognized emotions as "potentially contributing to thought rather than disturbing it.

The Bar-On model (1997) regards emotional intelligence as emotional, social, communicative, and relational capabilities of individuals to understand their own as well as others' wants and needs in order to deal effectively with the demands and challenges of environment.

Goleman [1998] defines emotional intelligence as, "the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships. He advocates five components of emotional intelligence

which are self - awareness, self - regulation, motivation, empathy and social skills.

Pertinent literature suggests that there exists an association between emotional intelligence and organizational commitment.

Abraham (2000] in his study concluded that social skills which is a component of emotional intelligence, leads to strong interpersonal relationships, which then influences employee commitment.

Rathi and Rastogi (2009) obtained that a positive and not significant relationship exists between emotional intelligence and organizational commitment.

Further, Nikkheslat et al. (2012] explored the relationship between organizational commitment, emotional intelligence and job satisfaction. The results demonstrated a positive impact of emotional intelligence on organizational commitment.

Moreover, Agarwal and Mishra [2016] in their study found that emotional intelligence was a significant predictor of organizational commitment.

Though a wide number of studies have been conducted on emotional intelligence and organizational commitment separately, a dearth of researches exist on exploring the association between these two crucial variables in the revenue department of India. This research thus attempted to explore the relationship between emotional intelligence and organizational commitment in the income tax department of India.

Objectives of the Study

1. To find out the relationship between emotional intelligence and affective commitment in revenue personnel.
2. To find out the relationship between emotional intelligence and normative commitment in revenue personnel.
3. To find out the relationship between emotional intelligence and continuance commitment in revenue personnel.
4. To find out the relationship between emotional intelligence and organizational commitment (overall) in revenue personnel.

Hypotheses

In the direction of the available literature, the following hypothesis were formulated:

1. The relationship between emotional intelligence and affective commitment will be positive, in revenue personnel.
2. The relationship between emotional intelligence and normative commitment will be positive, in revenue personnel.
3. The relationship between emotional intelligence and continuance commitment will be positive, in revenue personnel.
4. The relationship between emotional intelligence and overall organizational commitment will be positive, in revenue personnel.

Nature of Study

The present research was Correlational in nature. It was primarily focused on two variables- emotional intelligence and organizational commitment [overall and area-wise].

Sample

The study was conducted on 120 income tax personnel incidentally selected from Lucknow, Allahbad, Faizabad, Kanpur and Agra (Uttar Pradesh-India). The age of the respondents ranged between 30 years to 40 years, with mean age being 35 years. Their educational qualification ranged from graduation to Ph.D. All the respondents were married males and their minimum working experience was two years in their present organization. All the participants in the study were those who work in the Income tax department of India. The sample ranged in their official designation/ position from tax assistants to additional commissioners of income tax.

Measures

Two psychometric tools were used in this study:

Organizational commitment scale by Khan and Mishra 2002 was used to measure organizational commitment. The scale comprise of eighteen items with five alternative responses. The three sub-dimensions of it are Affective commitment, Continuance commitment and normative commitment. The scale is reliable and valid.

Emotional intelligence was assessed with the help of the Emotional intelligence questionnaire developed by Sinha and Jain [2004]. The questionnaire consists of 21 statements where the responses are marked on a five point scale. This reliable and valid measure assesses five dimensions of emotional intelligence namely assertiveness and positive self concept, impulse control, positive attitude about life, reality awareness and controlled problem solving.

Method of Data Collection and Analysis

The data for this research was collected by individually contacting the officials working in the Income Tax departments, in Lucknow and other nearby cities and districts[India] . All the participants were briefed of the objectives of this study and were assured of the confidentiality of their response.

After collecting the data, the officers were thanked for their time and cooperation.

Pearsons correlation coefficients were calculated to find out the relationship between emotional intelligence and organizational commitment (overall and area-wise).

Results

Table1- Relationship between Emotional Intelligence and Organizational Commitment [Overall and Area-Wise]

Variable	Emotional Intelligence
Affective commitment	.36**
Normative commitment	.34**
Continuance commitment	.31**
Overall organizational commitment	.32**

The above table indicates that the relationship of emotional intelligence with organizational commitment, affective commitment, normative commitment and continuance commitment was positive and highly significant.

Discussion

The aim of this study was to find out the relationship of emotional intelligence with affective, normative, continuance and organizational commitment in revenue personnel. For this purpose, on the basis of available literature, four research hypothesis were formulated.

Data was collected from 120 officials working in the Income Tax department of India, in and around the city of Lucknow (Uttar Pradesh). Correlation coefficient was calculated for the obtained data.

The results indicated that emotional intelligence had a positive and significant relationship with affective commitment. This extends support to the belief that as employees feel more emotionally attached to their organization, their commitment towards their organization increases and vice versa.

The results in table 1 demonstrate that a positive and highly significant relationship exists between emotional intelligence and normative commitment. This implies that as emotional intelligence among revenue officials increase, so does their normative commitment and vice versa.

Table 1 further demonstrates that the relationship between emotional intelligence and continuance commitment in revenue personnel was positive and significant. This indicates that as revenue personnel's emotional intelligence rises, so does their continuance commitment and vice versa.

Finally, the results in table 1 further elucidate that there exists a positive and significant association between emotional intelligence and overall organizational commitment, in revenue personnel. Thus, as emotional intelligence increases, organizational commitment rises and as the emotional intelligence in revenue personnel decreases, so does their commitment towards their organization.

Thus, all the four hypotheses of this research were accepted.

The results of this study are also supported by previous researches. In a study conducted by Sarboland (2012) on tax affairs offices in Ardebil province of Iran, it was found that a significant relation exists between emotional intelligence dimensions (self-awareness, social awareness, self-management and relationship management) and organizational commitment.

Further, Bhalerao and Kumar[2016] found that a significant association exists between trait-based emotional intelligence and affective commitment.

Conclusion

Modern times have witnessed a rising interest in the concept of emotional intelligence with regards to organizational behaviour. The aim of this study was to explore the relationship between emotional intelligence and organizational commitment in revenue personnel. From the analysis of the data collected on a sample of 120 income tax officials, it was obtained that emotional intelligence was positively and significantly related to organizational commitment, affective commitment, normative commitment and continuance commitment. This implies that as revenue officials' emotional intelligence

rises, so does their organizational commitment [overall and area- wise] and vice- versa. Thus, attempts should be made to enhance revenue official's emotional intelligence, by conducting carefully designed workshops or training programmes, since it will have a beneficial impact not only on their personal life but also on the organization as a whole.

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