

The Impact of Leader's Emotional Intelligence on Employee Commitment. An Empirical Study in the Sports Industry of Sialkot, Pakistan

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Abstract: *Sialkot sports industry has a marvelous contribution in the development of Pakistan due to its 99 percent export products and it covered the wide space of world sports market. In this labor intensive industry, employees' commitment is a key significant indicator for the overall organization productivity and performance. This study explored the impact of leader's emotional intelligence on employee commitment in the sports industry of Sialkot. Personally administered questionnaires were used to explore the utilization level of leader's emotional intelligence attributes and its prediction about employee commitment. Data was collected from the 170 full time employees from the first-line and middle level management from those sports organization who had minimum 100 employees. Statistical package for social sciences (SPSS) software was used to analyze the data through mean, charts and linear regression test. This article contributes to the field of management by determining how leader behavior impact on employee commitment toward their organization. This is a pioneer study in the sports industry and no study has done before to determine how leader might effect on employee commitment.*

Keywords: *Emotional intelligence, leadership behavior, employee commitment, Sialkot sports industry, employee loyalty.*

I. Introduction

Sialkot sports industry has been playing a marvelous role in the development of Pakistan due to its enormous export since independence. Today almost all over the world, quality sports goods being exported from Sialkot. After massive entry of China, India and other low cost manufacturer countries in the world sports market, Sialkot sports industry faced tough pressure to lower their production cost and improve quality to compete and survive in international market.

The largest expense in this labor intensive industry is the personal payroll but lack of employee commitment organizations faces many challenges such as low employee performance and productivity, higher rate of absenteeism, social loafing, tardiness, turnover, poor results and employee dissatisfaction (Montana & Charnov, 1993). Absence of employees at workplace notices by all managers but the absence of employee attention, devotion and loyalty toward the organization do not considered by the management. Management of this industry gave less considerable attention to gain the commitment of their employees to synergize their workforce to achieve organizational goals. This study explored the above concerns by asking following questions.

- 1) What is utilization level of Leader's emotional intelligence attributes in the sports industry of Sialkot?
- 2) What attributes of leader's emotional intelligence are most significant predictors to gain the worker commitment to the organization in the sports industry of Sialkot?

This field study will explore the leadership behavior and highlight its positive or negative impact on employee commitment. Leader's emotional intelligence relates to organization and people development. It provides a new way to understand assess and control own and others emotions, people behavior, management styles, attitudes, interpersonal and intrapersonal relationships. Leader's emotional intelligence is an important factor in human resource planning, job profiling, recruitment & selections, managerial development, customer relationship and rendering of services. On the other hand, employee commitment is a powerful indicator of employee satisfaction, organization performance and productivity. This thesis expands on previous research concerning the role of emotional intelligence for effective leadership and will examine how leaders' behaviors affect worker commitment which leads toward organization performance. The study focuses on the impact of leaders' emotional intelligence as observed in the leaders' daily behaviors and interactions between workers with the goal of identifying the correlation between leaders' emotional intelligence and worker commitment.

1.1 Objectives of the study

The main objective of this study is to explore, identify and better understand leader's emotional intelligence factors and their impact on employee commitment in the sports industry of Sialkot. It enable the managers to clearly manage their own and others emotions, to raise the influence on others, solve conflicts, create effective communication, self-confidence, creative attitude, healthy relationships and efficiently handle a change. It also will help the management to select, promote and retain emotionally intelligent managers at workplace, who efficiently influence on their workers, to achieve organizational goals. Employee commitment raises the high performance and lower absenteeism, tardiness, turnover and fewer grievances by synergize the workforce. This study will also help to establish conflict free effective relationship among leaders and their employees which enable them to focus only targeted goals.

II. Literature Review

2.1 Sialkot sports industry

Sialkot sports industry has a marvelous contribution in the development of Pakistan. This city has been a mark of excellence for the production of sports goods since 1883. Today in the field of sports goods, Sialkot has achieved splendid place in the international market. It caters more than 70% of total world demand for hand-stitched inflatable soccer balls ("Sialkot Sports", 2014). Sialkot is the second largest exporting city of Pakistan which contributes more than six percent share of total national export. Sialkot is the only city of Pakistan where 99 percent products are exported to various countries of the world. Sialkot based small and medium industries are earning foreign exchange of over US 1.6 billion dollars annually through exports and strengthening the national economy (FIFA World Cup, 2014).

In 1980, Sialkot gained international celebrity status when it produced the "Tango Ball" used in FIFA football world cup in 1982 which led further growth of soccer ball industry. In this FIFA world cup 2014, Brazuca football was used which was manufactured by Sialkot sports industry. More than 42 million soccer balls exported from Sialkot at FIFA world cup event 2014. More than 200,000 people are directly employed in the sports goods sector(FIFA World Cup, 2014). Before china's massive entry into international trade a few years ago, Sialkot was the world's largest exporters of gloves used by motor bikers, goalkeepers, baseball, boxing, shooting etc. Almost all products of sports like footballs, cricket bats, hockey, gloves, tennis and sports wears are being exported to world sports brands Adidas, Nike, Puma, Select, Lotto, Diadora etc.

2.2 History of emotional intelligence (EI)

Early theories of emotional intelligence was developed in 1970s and 80s by the psychologist Howard Gardner (Harvard), Peter Salovey (Yale) and John Jack Mayer (New Hampshire). Peter Salovey and John Mayer, originally used the term emotional intelligence in published writing, they described as: A form of intelligence that involves the ability to monitor one's own and others feeling and emotions to discriminate among them and to use this information to guide one's thinking and actions (1990). The concept of emotional intelligence can be traced back to Gardner's research on multiple intelligence which did not use the term emotional intelligence (1983). This term of emotional intelligence originally appeared in an unpublished dissertation (Payne, 1986). A plethora of popular writers provided additional perspectives on the concept of emotional intelligence since 1990, that include much wider domain and which include many personality variables such as assertiveness, impulsiveness and optimism (Goleman, 1995, Mayer, JP and Salovey, 1997, Schutte, NS, Malouff, JM, Hall, LE, Haggerty, DJ, Cooper, JT; Golden, CJ, Dornheim, L, (1998), Petrides and Furnham, 2001)

2.3 Emotions

The philosophical view is that emotions govern and often signal motivated response to the situation (Darwin, 1972/1872). It refers to a feeling state or felt tendency. It is similar to waves of the sea, it never stops; it may come again as like wave one after another, totally unpredictable of its power and strength. Feelings and emotions provide us with insight and energy and are involved in nearly every decision we make (Brotherson, 2009). In reality, emotions are the glue that connects people to each other (Segal J, Smith M, Robinson L (2010). A variety of emotions are experienced in work, as well as routine settings. However, scholars have clustered all emotions into six primary categories; namely, anger, fear, joy, love, sadness and surprise (McShane and Glinow, 2005). It has been indicated (Cavelzani, A., Lee, I., Locatelli, V., Monti, G., & Villamira, M. A. (2003), that emotions play an important role in our life, providing us with vital and potentially profitable information and experience and they are the main source of motivation that derives a subject to act in a certain way.

2.4 Intelligence

The capacity to carry out abstract thought, as well as the general ability to learn and adapt to the environment (Sternberg & Detterman, 1986, Terman, 1921). Intelligence has been related to reason and logical process and emotions to irrationality and unconscious.

2.5 Emotional intelligence

At the most general level, emotional intelligence refers to the ability to recognize and regulate emotions in ourselves and others (Goleman, 1995). Mayer and Salovey, presented revise definition with more clarification; the ability to perceive emotions, integrate emotions to facilitate thoughts, understand emotions and to regulate emotions to promote personal growth (1997). Emotional intelligence (EI) can be defined (Charniss, 2000) as the conscious management of our own emotions. Emotional Quotient (EQ) originate this term by Reuven Bar-on which was slightly different approach. The understanding oneself and others, relating to people and adopting to and coping with the immediate surroundings to be more successful in dealing with environmental demands (Bar-on, 1997). Emotional intelligence was the bestselling book in 1995 by Goleman and topic witnessed un-paralleled interest of the world. He presented four abilities model of Emotional Intelligence in which emotional self-awareness, emotional self-management, social awareness and relationship management was included.

Various tools and techniques by using different methods have been created to evaluate the domains of emotional intelligence. Many were based on self-report (Schutte et al., 1998) which can be highly subject to user bias. In last decade has seen the use of multi-user instruments which tend to be more objective and less prone to be user bias (Petrides and Furnham, 2000, 2001). Petrides (2000) used content analysis of the literature on the topic of emotional intelligence to identify a number of factors in various models of the emotional intelligence construct including those of Bar-On, 1997; Goleman, 1995, and Mayer, 1990. Petrides (2000) divides emotional intelligence into four categories and adds a category of general emotional intelligence, which was measured by the Trait Emotional Intelligence Questionnaire. These attributes, behaviors or practices as they are measured by observing leaders behavior which can be learned, changed or moderated by individuals who are motivated to do so. These integrated emotional intelligence factors are below:

Table 01: Factors Utilized To Measure Emotional Intelligence

	EI Factors and Facets	High Scores are perceived as....
1	Sociability	
	Assertiveness	Forthright, frank and willing to stand for their rights.
	Emotional Management of others	Capable of influencing on other persons feeling
	Social competence	Accomplished networker with superior social skills
2	Emotionality	
	Emotional expression	Capable of communicating their feeling to others
	Relationship skills	Capable of maintaining, fulfilling personal relationship
	Empathy	Capable of taking someone else perspective
	Emotional perception	Clear about their own and others people feelings.
3	Self-control	
	Impulsiveness (sudden response without plan)	Reflective (thinking carefully) and less likely to give in to their urges (strong wish)
	Stress management	Capable of opposite pressure and regulating stress
	Emotion regulation	Capable of controlling their emotions
4	Well being	
	Self esteem	Successful and self-confident
	Happiness	Cheerful and satisfied with their lives
	Optimism	Confident and tend to "look on the bright side" of life.
	General EI	
	Adoptability	Flexible and willing to adopt to new conditions
	Self-motivation	Driven and unlikely to give up in the face of adversity

No present inventories can accurately measure the construct of emotional intelligence comprehensively than this measure of Petrides and Furnham (2000). Petrides provided a momentous step forward in understanding and measuring the concept of emotional intelligence in two ways. First they designed and validated a multi-rater instrument which provides much more reliable and useful results than self-measures. Second their research focuses on behavioral tendencies and perceived attributes which they describe as trait emotional intelligence (Petrides and Furnham, 2001). Webb (2011, 2013) used the same model of emotional intelligence in his studies to explore its impact on employee commitment and satisfaction. Petrides uses the term "trait" to quantify emotional intelligence in terms of behaviors, habits and practices. His perspective is that a "trait" is defined as personal characteristics or attribute which occurs consistently and influences behavior across a range of situations. Leaders are those, who can influence others for the achievement of organizational goals and who has a managerial authority. (Robbin S.P., p.422).

2.6 Employee commitment

Employee commitment is the loyalty and support of workforce towards the goals of an organization (Angle and Perry, 1981). Meyer and Allen (1991) presented the three component of employee commitment. Affective Commitment is a positive self-willing desire of the employees to work with an organization. Acceptance of organizational values, willingness to exert effort and desire to maintain membership in an organization are key attributes of this commitment. Secondly a continuance commitment; this commitment based on the consideration of cost and benefits associated with organization membership. Threat of wasting a time, giving up seniority based privileges or disrupt personal relationships can be perceived as potential cost of leaving the company. Normative commitment is the last integral part in which employees show their commitment with an organization due to the obligation of their manager or organization. Reward in advance, cost associate with job training and learning etc. are facets of this employee commitment.

2.7 Application of emotional intelligence in business organizations

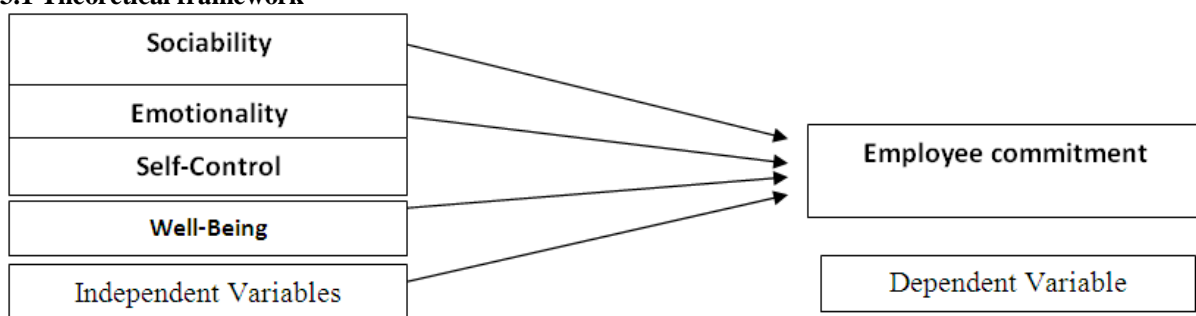
Psychological studies have shown that understanding and controlling emotions play significant role in gratifying one's life and work environment (Cooper RK, 1997). Worker commitment takes on significant importance when the amount of expense incurred when replacing high performing individuals as well as the painful cost of retaining underperforming staff members is considered. Organizations with employees who possess high levels of commitment to the organization and job satisfaction additionally have demonstrated lower incidences of absenteeism, tardiness, turnover, and fewer grievances (Montana & Charnov, 1993). Two key factors which have been linked to increases in employee performance are high levels of employee satisfaction and commitment (Montana & Charnov, 1993; Cammann C; Fischman M; Jenkins D; Klesh J. (1982); Glisson and Durick, 1988; Koys, 2001; Webb, 2011, 2013).

Research indicates that emotionally intelligent managers tend to develop high commitment towards their careers and high affective commitment for their organizations. On the other hand, emotional intelligence is negatively related with employees' withdrawal intentions from the organization (Carmeli, 2003). Research reveals a significant positive relationship of employees' emotional intelligence with their organizational commitment (Rangriz and Mehrabi, 2010). An experimental study (Kernbach and Schutte, 2005) reveals that higher emotional intelligence of service providers leads to greater customer satisfaction. People who possess more emotional intelligence are healthier, less depressed more productive at work, and have better relationship (Emotional intelligence, 2014).

III. Research Methodology

Trait emotional intelligence Questionnaire short form Petrides and Furnham (2006), used to measure the behaviors of leaders and supervisors to identify which attributes of emotional intelligence are most demonstrated in the workplace and to determine the impact that these behaviors have on worker commitment. Employee commitment is measured in this descriptive study in terms of commitment to the organization. Commitment to the organization was measured using items from Mayer and Allen's organizational Commitment Questionnaire (1991). Likert scale was used in both questionnaires to count the data of the respondents. Both questionnaires were personally administered with proper introduction and instruction which were mentioned on questionnaires. Through the use of special package for the social sciences (SPSS) software linear regression test was used to analyze correlations between leader's emotional intelligence and worker commitments. Below model used to explore the relationship between variables.

3.1 Theoretical framework



(Petrides & Furnham, 2000)

This theoretical framework, describe the four independent variables of leader's emotional intelligence and one dependent variable of employee commitment. These independent variables sociability, emotionality, self-control and well-being originally drawn by Petrides and Furnham (2000). Pertides originated this model

after analyzing the all available attributes of emotional intelligence. I adopted these variables because these four factors of emotional intelligence covered the wide and comprehensive aspects of leadership behavior. It encompass management of his own and other's emotions, maintain social networking and relationships, capacity to influence on others, feelings of self confidence and pleasurable life. Webb (2011, 2013) also utilized the same variables of leader's emotional intelligence in his studies.

In this cross sectional field study, data was collected using the responses of 170 full time managerial employees who had at least graduation (14 years of education) and one year current experience in the sports industry of Sialkot. Simple random sampling was used to take the response of first line and middle level management and only those organizations chosen where at least 100 workforce being employed. Personally face to face questionnaires were distributed to take the response with proper briefing on the terms of questionnaire. Questionnaire contained the brief introduction and instructions at start but upon some questions. Inconsistent and incomplete response was segregated and did not include in the data of analysis.

3.2 Sample demographics

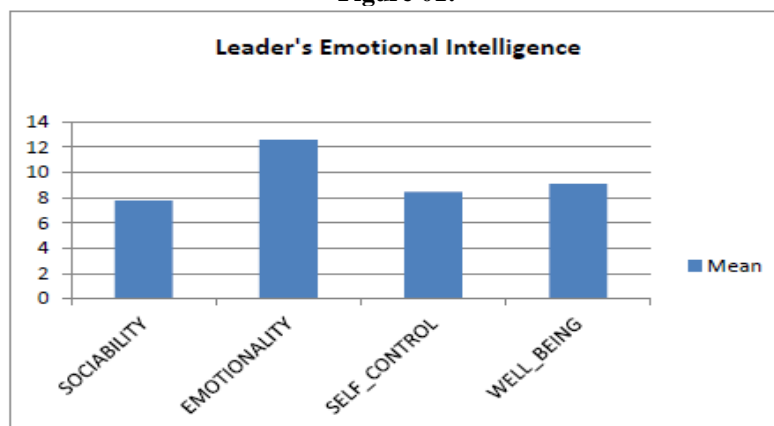
Sample demographics in this descriptive field study were below. The age group of 21-30 was the largest group of the study with a total of 126 respondents. In another words, this study is aggregately base on the young professional of sports industry who uncovered the veil of their level of commitment. The age group of the sample was as follow: Four percent were 19-20 years old (n=6) which was the smallest age group. 75 percent were 21-30 years old (n=126), 16 percent were 31-40 years old (n=28) and remaining five percent were 41-45 years old (n=10). Sialkot sports industry is male dominated industry, where gender ratio of the sample group was 88 percent males (n=150) and 12 percent females (n=20). Respondent's functional area of work or designation was dispersed across several domains. 22 percent were belonged to audit and accounts (n=38), 18 percent were related to the department of export (n=30) which is the driving seat of the sports entrepreneurship industry. 12 percent belonged to the production department (n=21), eight percent each belonged to quality assurance and procurement departments (n=14),(n=13) and remaining 32 percent sample was belonged to the other administrations of the Sialkot sports industry (n=54).

Education of the respondents were as follows: 52 percent were graduate (14 years of education) (n=88), 48 percent were master degree (sixteen years of education) (n=81) and only one respondent was a degree of philosophy (18 years of education) who responded in this study. Last demographic of this study was experience. 131 respondents of this study had a experience of 01-05 years (77%), which was the highest experienced group and only five respondents were belonged to 15-20 years, which was the smallest experience group (3%). 28 respondents were taken which have experience 06-10 years (16%) and four percent were belonged to 11-15 years' experience group (n=6)

3.3 Findings

1) What are utilization levels of Leader's emotional intelligence attributes in the sports industry of Sialkot? Petrides (2002) four factors of emotional intelligence were measured through questionnaire. Utilization level of leader's behavior presented through mean score of frequency.

Figure 01:



The results show that the construct of emotionality (mean=12.58) was the most frequently represented by leaders' in the sports industry of Sialkot. The primary facets of emotionality are emotional expression, relationship skills, empathy and emotional perception. These leader behaviors were the most frequently

observed by workers in the daily activities at workplace. Leaders with this trait tend to behave in a confident and capable manner and at the same time, people who rate high in emotionality are more apt to consider the impact of their behavior and communication on others. These leaders also may be aware of how others may feel, how their own behavior comes across to others, and they communicate important information in a straightforward and non-threatening manner (Petrides, KV and Furnham, A. 2001).

The second most observed leader behaviors were represented by the construct of well-being (mean = 9.09), which is represented by the degree of self-esteem, happiness and optimism shown by the leader. Leaders who exhibit these attitudes and behaviors are more likely to be recognized as secure and likeable, and these behaviors may be correlated with leaders being promoted to positions of greater influence and power in our culture. Research has shown that positive attitudes and behaviors are contagious and are inclined to influence other people in social interactions within an organization (Schulman, 1995).

Reported leader behaviors which represent the construct of self-control (mean = 8.46) were demonstrated to a lesser degree than leader behaviors related to emotionality and well-being. The construct of self-control consists of the facets of impulsiveness, stress management and emotion regulation. Reported leader behaviors representative of sociability (mean = 7.76) were demonstrated to a lesser degree than behaviors for other factors. The construct of sociability is a measure of assertiveness, emotional management of others and social competence. Reported leader behaviors which relate to the construct of self-control and well-being were observed to be relatively equal in degree of frequency as observed by workers..

2) What attributes of leader's emotional intelligence are most significant predictors to gain the worker commitment in toward organization in the sports industry of Sialkot?

Linear regression is a multivariate technique that is used very often in business research. This test analyzes the degree of relationship between independent and dependent variable. The regression result indicates the relative importance of each of the independent variables in the prediction of the dependent variable. The square of multiple r, R-square or R² as it is commonly known, is the amount of variance explained in the dependent variable by the predictors. The result of linear regression analysis demonstrate the combined four factors of emotional intelligence sociability, emotionality, self-control and well-being which were predictors of followers commitment to the organization (adjusted R²=0.750) as a five factor model which also included general emotional intelligence (adjusted R²=.775).

The four factor model was selected to use in this study and as general emotional intelligence facet appear to be highly correlate with each of the four other construct of emotional intelligence.

Table 02:

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.870 ^a	.756	.750	4.462	1.860
a. Predictors: (Constant), WELL_BEING, SOCIABILITY, EMOTIONALITY, SELF_CONTROL					
b. Dependent Variable: EMPLOYEE_COMMITMENT					

Three factors in this four factor model demonstrated a positive significant correlation with worker commitment to the organization. The key emotional intelligence factors that influence worker commitment to the organization were self-control (B=.692), well-being (B=.165) and emotionality (B=.125).

Table 03:

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10.628	2.254		4.715	.000		
	SOCIABILITY	-.012	.192	-.003	-.064	.949	.794	1.260
	EMOTIONALITY	.499	.194	.125	2.573	.011	.625	1.601
	SELF_CONTROL	3.203	.232	.692	13.781	.000	.585	1.708
	WELL_BEING	.856	.250	.165	3.417	.001	.632	1.582
a. Dependent Variable: EMPLOYEE_COMMITMENT								

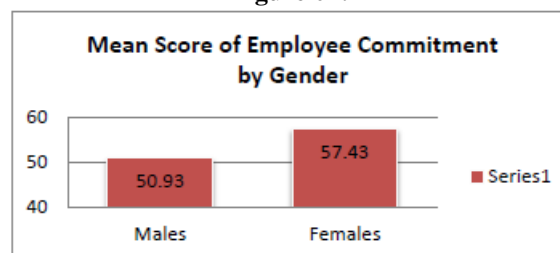
Self-control had the highest level of strength as a single variable. However the combined effect of the three variables of self-control, emotionality and well-being produced a very strong positive correlation accounting 75 percent of the total level of worker commitment to the organization (adjusted $R^2=.750$). This high degree of predictability for commitment to the organization should be of great interest to leader and manager in organization. The factor of sociability was not a significant factor as a predictor of worker commitment to the organization. It could be contingent that sociability is practiced in the sports industry for the personal benefit of the manager and not as an enhancement to their leadership influence. Interestingly, the factor of self-control was the strongest predictor of employee commitment to the organization, however the behavior and attitude represented by self-control was practiced at third number by manager or leaders represented in this study of sports industry. It also be surprising that sociability is least practiced in the leader's behavior.

For in depth investigation, we compare the impact of leader's behavior on parts of employee commitment. As I have already mentioned above that Mayer and Allen (1991) proposed three parts of employee commitment. Firstly respondents share the impact of leader emotional intelligence on affective commitment. Linear regression model summary shows that leader emotional intelligence has positive correlation with employee affective commitment (Adjusted $R^2=.563$). Secondly I mention the impact of this leadership attributes on another part of employee commitment which called continuous commitment. Results reveals that leader emotional intelligence in the Sialkot sports industry has poor impact on continuous commitment (adjusted $R^2=.360$). At last, normative commitment of the employees took significant impact by leader's behavior in this sports industry (adjusted $R^2=.739$). This research explore that leader's behavior has a significant impact on normative commitment then others two facets of employee commitment.

To know better behaviors and attitudes to create worker commitment to the organization could be very useful for managers throughout an organization. Other researchers have shown that employees tend to leave a position due to being displeased with their supervisor more often than as a result of displeasure with the organization. It appears vital for leaders to understand the importance of implementing behaviors and attitudes which demonstrate greater emotionality and self-control to increase and sustain worker commitment to the organization. It may be possible for managers in organizations who practice these attributes to have a more positive influence on worker commitment and increase worker retention. This may benefit the overall productivity and profitability of the organization.

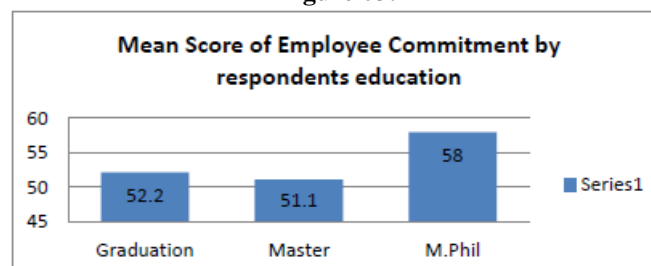
Female workers demonstrated slightly higher levels of commitment than male workers to their organization. The mean score for female workers' commitment to the organization (mean=57.43) similarly was a bit higher than the scores for male workers' commitment to the organization (mean=50.93).

Figure 02:



This study further explores the commitment of the respondent employees with respect of their education. Organization employees who have graduation or master education, sustaining the approximately same commitment due their manager behavior (mean=52.2, 51.1). Respondent who was a degree of philosophy, also showed a higher commitment (mean=58)

Figure 03:



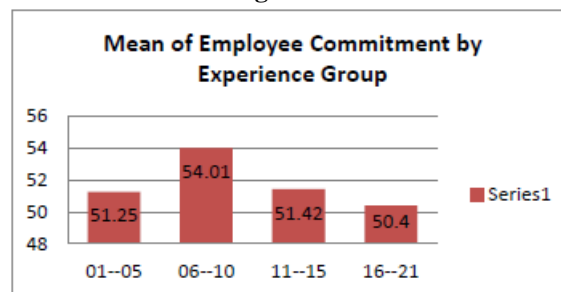
Another demographic of the respondents was designation or department. Other interesting information was explored that respondents who belonged to the production department showing their more commitment toward their organization than others five departments (mean=55.56) and participator of quality department presented least commitment score than others (mean=48.88).

Figure 04:



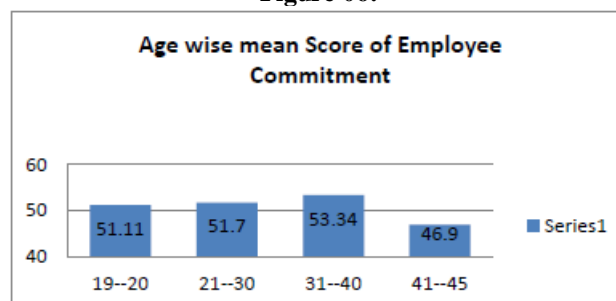
This research also compared the workforce commitment of Sialkot sports industry with their experience. Employees who had experience six to ten years, showing more commitment than any other experience group (mean=54.01)

Figure 05:



At last respondents who belonged to age group of 31-40 years, showed more commitment toward their organization with the influence of leader emotional intelligence (mean=53.34).

Figure 06:



IV. Conclusions

This study explores worker descriptions on leaders' behavior in the sports industry, along with self-reported level of worker commitment to their organizations. This article contributes to the field of management by identifying the impact of leaders' emotional intelligence on worker commitment. Significant research to date has shown the awesome importance of worker commitment to the organization, toward improving performance, increasing motivation, and reducing absenteeism and turnover.

Sialkot sports industry should review these findings and consider ways to implement these insights to enhance worker commitment to achieve organizational goals. Companies should evaluate emotional intelligence of their managers and leaders and also regularly evaluate the level of worker commitment with their organization and correlate these results with overall worker performance. This study shows that leaders are practicing behaviors related to emotionality and Well-being more frequently than self-control or sociability.

However, the attributes of self-control and well-being are considerably more impactful on employee commitment. Organizations may want to place greater emphasis on developing the attributes of self-control as a capacity for sustaining impulsiveness, stress management and emotion regulation, and well-being as a capacity for self-esteem, happiness and optimism when hiring or promoting individuals to higher positions of leadership in the organizations.

Organizations would be well trained their managers and leaders about the positive or negative impact of their emotional intelligence and behaviors on employees' levels of commitment. This study has a power to make a considerable impact on employee morale, worker performance, the organization's productivity, and thus the organization's bottom line or overall profitability.

V. Recommendations

This study has important implications for managers and strategic leaders in the workplace, particularly for leaders in the sports industry and more generally other leadership positions in other industries of Pakistan. A result of this study is limited to a degree by the demographics of the sample. The specific leader behavior hypothesized to affect the commitment of the employees. Next in importance are self-control and well-being which can help to create a calm and positive work culture and environment. It enables their subordinates to divert their devotion, attention, loyalty and support toward their organization for the achievement of organization targets. This sole study identifying specific leadership behaviors that predict workers' commitment may prove beneficial for leaders who can develop and employ these leadership behaviors to benefit their relationship with workers and therefore benefit their organization in achieving the desired results. Organizations may put themselves in much better position to create higher levels of worker commitment by selecting those leaders who demonstrate high attributes of emotional intelligence and more specifically higher levels of self-control and well-being. This higher level work commitment may result in higher worker performance and productivity and tends to reduce tardiness, absenteeism and employee turnover.

Industry may put it in a much better position to select, develop and retain knowledgeable and competent managers who display higher levels of overall emotional intelligence. Statistic results show that workers' commitment to the organization is more influenced by the leaders' self-control and well-being. This creates a need for further research to reveal how leaders can understand, emphasize, increase, and better utilize the emotional intelligence attributes of self-control and well-being in order to achieve their organization's goals. Emotional tools may be develop to evaluate the staff intelligence. Organizations should teach and train their managers about the importance of self-control and maintaining well-being in relating to their employees, as well as emotionality and sociability. Leaders of this industry who utilize the emotional intelligence attributes of self-control and well-being hold the greatest potential for increasing worker commitment, and in turn, to increase employee performance. Leaders and managers may find that they can speed up their career improvement by using this knowledge, and enjoy the personal benefit of a more positive work environment with higher employee morale. The human resource (HR) managers may use skill based emotional intelligence test (EQ-i) as a functional tool in the assessment and development of individuals who are in executive roles or about to take executive positions (Stein SJ, Papadogiannis P, Yip JA, Sitarenios G., 2009). At this stage, managers and leaders should not only consider the cost of providing appropriate training to improve these skills but also to address the cost to the organization if such action was not taken

The results of the study have significant implications for leader selection, manager evaluation, training, employee retention, and overall organizational performance. Sports industry if fail to consider the impact of the factors of self-control and well-being when selecting, training and promoting leaders is likely to cost the organization in terms of productivity, and may have long term negative impacts as lower employee satisfaction, reduced commitment, higher turnover, greater absenteeism, and other negative effects are seen in the organization. Management in organization should consider these valuable leadership behaviors and attributes when selecting new supervisors and managers based on the above study.

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