

Interrelationship Between Emotional Intelligence, Organizational Commitment, And Employee's Performance: An Empirical Study Of Textiles Manufacturing Supply Chain Workforce

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Abstract

Emotional intelligence is the efficiency with which one knows and manages one's emotions, understands the emotions of others, and maintains good relationships with others. Emotional intelligence is also defined as a set of abilities owned by someone involved in managing emotions. Organizational commitment is an emotional engagement that measures the emotional attachment, identification, and involvement of an employee in an organization.

The objective of the study is to examine the impact of emotional intelligence on organizational commitment and employees' performance working in supply chain department in the textiles manufacturing companies in India. The researcher had followed Descriptive design methodology for the research study. 200 questionnaires were randomly sent to respondents working in supply chain department of major textile companies in Indian, out of which 145 respondents had completed the survey the questionnaire, the same had been used for the analysis. Regression analysis was used to analyze the collected data.

The study found a significant relationship between employees' emotional intelligence, organizational commitment, and performance. The coefficient of determination between EI and the commitment of the organization was 56.30%. Emotional intelligence accounted for 34.6% of employee performance volatility.

Key Words: Emotional Intelligence, Organizational Commitment, Emotional Commitment, Employee Performance, Textile Industry, Supply Chain Management, emotional engagement

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I. Introduction

Emotional intelligence plays an important role in success in the workplace and should be nurtured and practiced by all parties facing the challenges of globalization and business competitiveness. Like any other person. Two factors, it is also a positive encouragement to establish relationships which can lead to the achievement of common goals and to the effectiveness. Therefore, a review of emotional intelligence has been created and explained in more detail in this section to guide research into the effects of emotional intelligence on employee performance & emotional intelligence.

The Emotional Intelligence (EI) is one of the most frequently studied topics in organizational studies. EI has been shown to be an important predictor of a variety of enviable organizational outcomes, including job performance, job satisfaction, organizational civic behavior, and organizational commitment. Emotional intelligence is about managing emotions to be properly expressed. Therefore, in a constructive and transparent environment, people can work together towards a common goal. When leaders value emotions, so do employees. Therefore, if a manager feels upbeat, confident, creative, flexible, tolerant, respectful and compassionate, employees can reflect those feelings. Organizational commitment (OC) is considered an important determinant of the effectiveness of an organization. Studies have shown that an organization's engagement can predict the outcome of a variety of organizations, including improved job performance, reduced turnover and awareness of withdrawal, reduced absenteeism and increased civic behavior of the organization (Sinha and Jain, 2004; Herscovitch, Topolnystsky, Stanley and Meyer, 2002, Meyer and Allen, 1997, Mathieu and Zajac, 1990). In addition, motivated and dedicated employees who provide time and energy to pursue an organization's goals are increasingly recognized as a key available asset to the organization (Pfeffer, 1998).

Human performance is defined as the result of specific activities to achieve goals based on specific criteria. This may include unobservable manipulations or behaviors of mental processes (eg problem solving, decision making, program design, reasoning) (Bailey & Robert, 2003). Emotions are powerful psychological behaviors that can have a significant impact on behavior and performance (Brown et al., 1997).

Although studies have shown a significant relationship between emotional intelligence, organizational commitment and employee performance (Rangriz & Mehrabi, 2010), the literature indicates that emotional

intelligence variables are in the organization. It does not provide guidance on how to directly influence the relationship between employee engagement and performance.

The aim of this study is to examine the role of emotional intelligence and organizational commitment in employee performance. Therefore, this study examines the relationship between emotional intelligence, organizational commitment, and employee performance.

II. Literature Review

2.1 EMOTIONAL INTELLIGENCE (E.I.)

Goleman presents emotional intelligence as a skill with two important areas as part of his emotional abilities. "Personal ability" to describe how to manage oneself (ie Self-regulation, self-motivation, etc.) and "social ability" to describe how to manage relationships (ie Empathy, social skills) Goleman, 1995). Emotional intelligence is a powerful psychological skill that can have a significant impact on behavior and performance (Brown, 1997).

The concept of emotional intelligence of Salovey and Mayer (1990) seeks to define emotional intelligence within the standard norms of the new intelligence. Following their ongoing research, the first definition of EI is "the ability to perceive emotions, integrate emotions to promote thinking, understand emotions, coordinate emotions and promote personal growth."

Based on Kedri (2001), people with a high level of emotional intelligence can control their behavior, have the resilience to achieve their goals in life, deal with negative emotions and with others. Conversely, a person with low emotional intelligence is a person who acts on their feelings without considering the outcome, does not clarify the purpose of life, has little ability to deal with negative emotions, and has low ability to build a friendship with other people

According to Bar-On (2000) de Jorfi et al. Al., (2010), Emotional intelligence is the ability to understand oneself effectively and to understand others, enjoying good relationships with others, adapting to the environment, and responding well to environmental demands. Additionally, the ability to understand and explain emotions also refers to emotional intelligence.

But on the other hand, emotional intelligence improved thinking (Mayer & Caruso, 2002). Based on Salovey et al., (2007), Emotional intelligence is a form of social intelligence that includes the ability to be a department.

Fletcher (2007) stated that emotional intelligence refers to an individual's ability to process relationships with others (interpersonal relationships) and control emotions (interpersonal relationships). Emotional intelligence is a set of abilities that refer to the understanding and control of our own and others' emotions. Emotional abilities are usually the ability to learn based on the emotional intelligence that leads to the performance of the boss.

Emotional intelligence is an aspect of intelligence that is responsible for someone's abilities, such as the ability to manage oneself, relationships with others, and the skills to drive reactions to the inner and outer worlds (Lin, No date).

According to Hee Kim (2010), emotional intelligence is the efficiency with which one knows and manages one's emotions, understands the emotions of others, and maintains good relationships with others. Emotional intelligence is also defined as a set of abilities owned by someone involved in managing emotions (Wonga & Law, 2002).

Nelson and Low (2003) have the ability to accurately identify emotional intelligence from skills and self, to feel self-esteem, to act responsibly as values and dignity, and to build and maintain a variety of healthy relationships. Defined as a combination. Communicate with others, work well and effectively manage your daily needs and stress

2.2 EMPLOYEE PERFORMANCE (EP)

In economic development and global competition, many companies can still survive. It is believed that most of these businesses survive on employee performance. However, an important question is how to improve employee performance, which is linked to survival and business development, and whether it is sustainable. Thus, performance must be considered to bring benefits to the business. Indeed, the benefits depend on the individual performance of the employees (Yao, 2009).

Human performance is the result of measures taken to achieve goals based on criteria. This usually involves the behavior or behavior of unobservable mental processes. These include problem solving, decision making, program design, and reasoning (Bailey & Robert, 2003). A comprehensive assessment of employee performance typically includes performance and work process outcomes, such as evaluating employee performance, and the results of this second process are considered performance (Soltani & Iraj2003).

Dharma (2001) states that performance is performed by an individual or a group of people or produced or provided by a product or service. The researchers then added that work performance is an outcome that can

be achieved with your work. All results are then evaluated by the company or supervisor. Shahzaet. Al. (2010) stated that performance is a period or outcome of an activity. Job performance is the recording of results achieved over a period of time as a function of a particular job or activity (Bernardin and Russel, 2006)

Rivai (2006) explained that the performance of work that can be accomplished by individuals or groups of people in the business who have the authority and responsibility in their respective efforts to legally achieve business goals, morality or ethics. However, according to Nayyar (1994), job performance refers to the level of an individual fulfilling this role by referring to certain criteria established by the organization. In conclusion, performance is the characteristic aspect that humans need to achieve their goals. We can say that the performance of the team is measured in different ways and in different aspects. All researchers have different ideas for giving a definition of performance, but most researchers give the same definition of performance and it is the result of that realization.

As quoted by Mishra (2010), contextual performance generally benefits the organization through interpersonal behavior and the behavior of those who want to help and cooperate with others. These people follow the rules and procedures of the organization and often volunteer to carry out their duties. Second, the execution of tasks is the behavior of those who are directly related to the completion of the work and who include the implementation of technical processes and the maintenance and service of technical needs (Motowidloet .al., 1997). However, as cited in Gryn (2010), Furnham (1997) asserts that performance can be measured according to three types: quality, quantity, deadlines, and cost effectiveness.

2.3 ORGANIZATIONAL COMMITMENT (OC)

Meyer and Allen (1990) proposed three types of organizational commitment. It is an emotional engagement that measures the emotional attachment, identification, and involvement of an employee in an organization. Continuance commitments are commitments related to costs that employees perceive to be related to leaving the organization. Employee engagement can be an important tool in improving the performance of an organization.

Jaramillo et al. (2005) Conducted a meta-analysis of 51 empirical studies and reported a positive relationship between organizational commitment and job performance. Another study found that the more dedicated employees, the more likely they were to perform well and the less likely to quit their jobs (Mathieu & Zajac, 1990).

A study by Chughtai and Zafar (2006) on university teachers in Pakistan found that very enthusiastic teachers are better than non-enthusiastic teachers. This study focuses primarily on the low / high impact of engagement on an employee's ability to perform their duties.

Emotional commitment is described as the emotional desire of people working in a company to continue working in an organization to detect themselves in the organization (Yavuz, 2010). Employee emotional ties to the organization were seen as an important determinant of dedication and loyalty. Qaisar et al. (2012) states that emotional commitment is based on the worker's emotional connection, his participation, and his perception of the organization.

Employee engagements are important because high levels of engagement can easily lead to a variety of positive organizational outcomes. A meta-analysis shows that engagement is negatively associated with turnover (CooperHakim & Viswesvaran, 2005), absenteeism (Farrel & Stamm, 1988) and unproductive behavior (Dalal, 2005), positive for satisfaction at work (Cooper-Hakim & Viswesvaran, 2005), Motivation (Mathieu and Zajac, 1990) and organizational civil behavior (Ricketta, 2002). Low engagement is also associated with low morale (DeCotiis & Summers, 1987) and reduced altruism and compliance measures (Schappe, 1998).

The theory of Porter, et al, (1982) is that employees often stay in the organization because they believe in the mission, values, standards and goals of the organization, and they have a strong desire to do their best. By achieving the goals of the organization, they feel the most important resource of the organization which leads to raising the level of belonging to their organization. Bansal, Mendelson and Sharma (2001) shared the same opinion as Porter et al. (1982). They measured the organization's commitment against the goals achieved by employees. In other words, if an employee is engaged in the organization, he must have the goals, mission and desire to achieve the goals, missions and objectives of the organization. Darwish (2000) disagreed, but saw that engagement was measured by the extent to which employees accepted changes in the organization. Herold et al (2008) taken the same point of view as Darwish (2000), and organizational commitment is the attitude of employees after changes within the organization, more specifically.

III. Research Methodology

The descriptive research design was adopted by this study. The variables used were qualitative and were collected based on perceptions of respondents from textile companies working in supply chain department through a field survey. The research had shared the questionnaire to 200 respondents but got response from 145 respondents only. Ordinal levels of measurement were used by constructing a five-point Likert scale.

Table No.2: Demographical description of respondents

Gender		Age Group		Educational Level		Designations	
Male	Female	< 35 Yrs.	61	Diploma	38	Below Asst. Manager	37
89	56	36 - 45 Yrs.	48	Graduation	81	Dy. Manager- Manager	76
		> 46 Years	36	Post-Graduation	26	Sr. Manager and above	32

3.1 HYPOTHESIS OF THE RESEARCH STUDY

H1: There is no significant relationship between Emotional Intelligence (EI) and Organizational Commitment of employees' working in textile companies' s supply chain department.

H2: There is no significant relationship between employees' emotional intelligence and performance of employees' working in textile companies' s supply chain department

Table 2 : Descriptive Statistics of Relationship between Emotional Intelligence, Organizational Commitment and Employees' Performance.

Description	Frequency (N)	Minimum	Maximum	Mean	Std. Deviation	Kurtosis	
						Statistic	Std. Error
Emotional Intelligence	145	9	23	14.59	2.737	- 0.420	0.427
Employee Performance	145	9	23	17.36	6.297	-0.748	0.427
Organizational Commitment	145	9	23	10.43	3.129	-0.213	0.427
Valid N (list wise)	145						

Table 2 presents descriptive statistics of the relationships between Emotional Intelligence (EI), organizational commitment (OC) and performance (EP) of textile companies' s supply chain departmental employees. From the mean score of 14.0, the variable EI (emotional intelligence quotient) is High average score of 14.59 and variable OC (organizational commitment) A high average score of 17.36, which is above the group average. This proves that most of the respondents have put their emphasis on these variables.

3.2 TEST OF RESEARCH HYPOTHESIS

H1: There is no significant relationship between Emotional Intelligence (EI) and Organizational Commitment of employees' working in textile companies' s supply chain department.

Table 3: Regression Test Summary: Dependent Variable - Organisational Commitment

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.563a	.346	.318	5.234	.253

a. Predictors: (Constant), Emotional Intelligence

3.2.1 INTERPRETATION

The results of the regression between the independent and dependent variables. The model was important by establishing a relationship between emotional intelligence variables and organizational commitments with a regression value of 0.563. The coefficient of determination (R²) is 0.346, indicating that 34.6% of changes in an organization's commitment are explained by independent variables. Therefore, it can be concluded that there is a relationship between employee emotional intelligence and organizational commitment of employees working in textile companies supply chain department.

Table 4: Coefficients of Relationship between Textile companies supply chain departmental Employees' Emotional Intelligence and their Organizational Commitment

Unstandardized Coefficients		Standardized Coefficients	t	Sig.
B	Std. Error	Beta		
-.883	2.515		-.351	.721
1.231	.167	.565		.000

3.2.2 INTERPRETATION

A factor of relationship between the commitment of an organization (OC) and the emotional intelligence index (EI) of employees of the Supply Chain department of the textile company. The value of the constant is -0.883, which is the intersection, so a negative relationship is made. This line contains the name of the independent variable (EI) that refers to the gradient. The value of the independent variable (emotional intelligence) is important. It also describes the establishment of relationships between independent and dependent variables. The significance value (0.000) of the variable is less than the decision rule value of 0.05. The relationship between an employee's emotional intelligence index and an organization's commitment is obtained by this model. Organizational Commitment = -0.883 + 1.231 Emotional Intelligence + U. The model

above is a regression model of organizational commitment and emotional intelligence. Since the null hypothesis was not accepted, there is a significant relationship between employee emotional intelligence and organizational commitment.

H2: There is no significant relationship between employees’ emotional intelligence and performance of employees’ working in textile companies’ s supply chain department

Table No. 5 : Regression Test Summary: Relationship between Emotional Intelligence and Employees’ Performance.

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.531a	0.275	0.269	3.135	0.217

a Predictors: (Constant), Emotional Intelligence

3.2.3 INTERPRETATION

R square, the set R square, and the standard error. R (Employee Performance: EP - It’s easy to get out with my co-workers at work, I find it fun and valuable to do my job) which is a multiple correlation coefficient between the observed and predicted values of the dependent variable. Due to the large values indicated by the multiple correlation coefficients. This gave a value of 0.531. Volatility of the Dependent Variable (Employee Performance: EP) In the regression model, the value of the small decision factor of 0.269 is not fully explained. The square of the R model by emotional intelligence explained 26.9% of employee performance fluctuations, indicating that the model does not fit well with the data.

Table 6: Coefficients of Relationship between Textile companies supply chain departmental Employees’ Emotional Intelligence and their Organizational Commitment

Parameters	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	.0419	1.508		0.279	0.787
Emotional Intelligence	0.678	.105	.515	6.659	.000

3.2.4 INTERPRETATION

The t-statistics to help determine the relative importance of each variable in the model. This is indicated by an independent variable with a value well below -2 and greater than +2. Emotional intelligence has a sig. 0.000 value. It explains the important relationship between the dependent variable of employee performance and the independent variable of emotional intelligence.

Therefore, the null hypothesis that there is a significant relationship between employee emotional intelligence and employee performance was accepted.

In other words, employees who understand their emotions can easily get along with their colleagues in the workplace, express themselves easily, and find it interesting and valuable to get the job done on time. The "performance and applied" emotional intelligence occupied by this model is employee performance (EP) = 0.419 + 0.678 emotional intelligence (EI) + U.

This model illustrates the relationship between emotional intelligence and employee performance. Since the null hypothesis has been accepted, there is a significant correlation between employee emotional intelligence and employee performance of supply chain department.

IV. Conclusion

The survey confirmed that there is an important relationship between employee emotional intelligence and organizational commitment of employees working in supply chain department in textile companies. According to the variables in our survey, the source of employees ’emotional intelligence is a good understanding of their emotions.

The survey was also able to establish a link between employee emotional intelligence and employee performance. Employee Performance (EP) is achieved through intelligence and employee empowerment. Employees who are empowered and involved in innovation are satisfied with their work and more productive. Managing people in an innovative organization gives them the opportunity to develop and contribute to strategic goals.

Leadership self-development plays a central role in the development of the organization by improving employee performance. Applying the emotional intelligence of managers improves employee performance through an organized, self-directed development scheme. Leaders need to grow on their own to improve their emotional intelligence.

The research was able to establish that there is a significant relationship between employees' emotional intelligence and organizational commitment. The sources of employees' emotional intelligence, according to the variables in our questionnaire, were good understanding of their emotion, they find it easy to express themselves, they can tell their colleagues how they are feeling at work, and they do not allow their emotions to control them when making decision at

work, among other operational variables of emotional intelligence. The research was also able to establish that there is a relationship between employees' emotional intelligence and employees' performance.

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