

## The Impact of Demographic Factors and Emotional Intelligence on Organizational Commitment

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### ABSTRACT

Organizational commitment means individuals' loyalty towards their organization, which is mainly influenced by Individuals' personal characteristics and their emotional intelligence. Emotional intelligence refers to the ability to perceive, express and regulate emotion in the self. The researchers conducted the study to explore the relationship of demographic factors and their emotional intelligence on organizational commitment of executives working in hotel industry in Chennai city, Tamil Nadu state of India. A well-designed and pre-tested tool was used to collect responses from the respondents and the data were analysed using appropriate statistical methods. Results imply that there is positive and significant correlation between demographic factors and emotional intelligence on organizational commitment. This study suggests to the Hotel industry to establish a suitable working condition in order to improve the organizational commitment among the executives.

**KEY WORDS:** demographic factors, emotional intelligence, organizational commitment.

### INTRODUCTION:

Organizational commitment means individuals' loyalty towards their organization, which is mainly influenced by Individuals' personal characteristics (age, gender, marital status, years of experience, etc.) and their emotional intelligence. According to Mayer and Allen (1997), organisational commitment is a psychological state that characterizes the employee's relationship with the organization with its implications for the decision to continue membership in the organization. Mayer et al. (2000) also define emotional intelligence as the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion and regulate emotion in the self and others. The organizational commitment and emotional intelligence have been driven by the people's demographical factors. Hotel is a place for boarding and lodging, a place for the entertainment of travelers, a large city house of distinction, and a public building. Hotels are the backbone of tourism industry. Hotel industry is a major segment of tourism industry that fetches huge foreign exchange and is bestowed with vast employment opportunities. With the increase in their importance, many hotels are facing major challenges resulting in restructuring and system redesigning. Any developmental activity proceeds with the changes. Changes in the environment force the employees to adapt the new climate, in general, which develops the employees' ambivalence and results in changes in the employee's emotions and commitments towards their job in the organization. Many researchers (Morrow, 1993; Meyer and Allen 1997; Adebayo, 2006) have experienced and pointed out these changes.

Hotel industry needs committed workers in order to face the worldwide economic competition. Besides, linking situational factors such as job characteristics and organizational characteristics to organizational commitment, research efforts are needed in linking personal and psychological characteristics of workers to organizational commitment. In this context, the researchers conducted the study to explore the relationship of demographic factors of executives working in Hotel Industry and their emotional intelligence on organizational commitment at Chennai city, Tamil Nadu state of India.

## REVIEW OF LITERATURE

Organizational commitment has been extensively researched and different researchers have identified its antecedents and outcomes. Relating commitment with turnover, Steers (1977) conducted a comprehensive study, developing a model to find out antecedents and outcomes of organizational commitment. Antecedents of organizational commitment are quite diverse in nature and origin.

Opportunities to leave have a more important effect on turnover than any changes over time in one's commitment to organization (Marsh and Mannari (1977) Mowday et al. (1982) see organizational commitment as a strong belief in an organization's goals and values, a willingness to exert considerable effort on behalf of an organization and strong desire to remain a member of the organization. Mowday et al. (1979) suggest that employees who exhibit high organizational commitment are happier at their work, spend less time away from their jobs and are less likely to leave the organization.

Demographic factors such as age, gender, marital status, education level and work experience have been found to be significantly related to organizational commitment (DoodaMcCue and Wright, 1996; Mannheim et al., 1997; Morrow, 1993; Wiedmer (2006). In regards to gender, Matheiu and Zajac (1990) have found that women tend to be more committed to organizations than men due to the fact that they are offered fewer opportunities for employment. This is in line with the work of Aven et al. (1993). Similarly research has founds, age and tenure to be positively correlated with organizational commitment (Angle and Perry, 1981; Mowday et al., 1982; Harrison and Hubbard, 1998). Demographic factors viz., age, marital status, education and work tenure significantly predict the organizational commitment of the industrial workers (Samuel, 2008).

Emotional intelligence is the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion and regulate emotion in the self and others (Mayer et al., 2000). Emotional intelligence (EI) has been linked to job performance and emotional labour (Prarti 2003; Law et al., 2004). Understanding and regulation of one's emotions as well as understanding others emotions are factors that affect intrapersonal well-being and interpersonal relations which also affect workers' attitudes to their colleagues, their bosses and their job. Thus, emotional intelligence affects organizational commitment. Emotionally intelligent people display cooperation, commitment and creativity which are important for organisational effectiveness (Cherniss, 2001). There are several research reports stating that emotional intelligence is positively correlated with organizational commitment of some workers (Nikolaou and Tsaoasis, 2002; Carmeli, 2003 and Rozell et al., 2004). It is expected that workers having high emotional intelligence will also be highly committed to their organizations. It is also reported that the organizational commitment of the supervisors in Hotel industry is mainly influenced by their emotional intelligence (Velmurugan and Syed Zafar, 2010).

Thus, organizational commitment continues to be an important area for research in human resource management and the present study is an attempt to find out the relationship of demographic factors and emotional intelligence with organizational commitment of executives in hotel industry.

### Objective of the study

The objective of this study is to investigate the impact of some demographic factors (gender, marital status, experience, position, educational qualification, type of family, spouse employment no. of dependants and age) and emotional intelligence on organizational commitment of executives in Hotel Industry.

## METHODOLOGY:

The aim of the study is to investigate the impact of demographic factors and emotional intelligence on organizational commitment. This study adopted survey research design where questionnaire instruments used to collect data from the respondents on the studied variables. The respondents are executives working in 3 star hotels at Chennai city, Tamil Nadu state, India. A sample of 500 executives were issued pre-tested questionnaire on drop-off and pick-up method from the hotel industry, 347 were usable out of 500.

**QUESTIONNAIRE:**

**BIOGRAPHICAL INFORMATION SHEET:**

The biographical data information sheet was used to collect information on the participants’ gender, marital status, experience, position, educational qualification, type of family, spouse employment no. of dependants and age in years.

**ORGANIZATIONAL COMMITMENT:**

This measure which was developed by Meyer and Allen (1991), describes three types of Organizational Commitment. Affective Commitment measures an employee’s emotional attachment to, identification with, and involvement in the organization. Normative Commitment reflects pressures on an employee to remain with organization resulting from organizational socialization. Continuance Commitment is a feeling that the costs of leaving are too high or it is too much trouble to go somewhere else. The reliability coefficient of Organizational Commitment was found to be 0.91.

Managers’ responses are obtained using a seven point Likert scale from 1- strongly disagree, 2- Moderately Disagree, 3- Slightly disagree, 4 – Neither Disagree nor Agree, 5- Slightly agree , 6- Moderately agree and 7- strongly agree. The instructions for this scale are as follows:

“This questionnaire is intended for soliciting your opinion about different types of commitment you have towards your organization. You may agree or disagree, depending upon your personal evaluation of your present job. Please indicate your degrees of your agreement or disagreement with each statement by putting a tick mark (✓) in the appropriate box given in the right side of each statement”.

**EMOTIONAL INTELLIGENCE:**

Emotional Intelligence scale was developed by Bar-On, R. (1997). This scale consists of 66 items, of which questions 6, 12, 21, 27, 36, 43, 51, 56 and 64 predict the ‘self referral’ of the respondents. Response to questions 15, 20, 31, 35, 50, 55 and 63 leads to assess the ‘inter personal relationship’. Response to questions 7, 38, 44, 58 and 65 are to identify the ‘impulse control’ of the respondents. Response to questions 1, 9, 14, 23, 29 and 46 are to assess the ‘problem solving behaviour’ of the respondents. ‘Emotional self awareness’ can be assessed by the questions 3, 5, 11, 17, 25 and 57. Responses to questions 8, 13, 22, 28, 39, 45, 52 and 66 are to investigate the ‘flexibility’ among the respondents. ‘Reality testing’ can be envisaged by the questions 4, 19, 26, 34, 42, 48 from the respondents. Similarly stress tolerance is assessed by the questions to 2, 10, 16, 24, 32, 40, 53 and 60. ‘Assertiveness’ of respondents could be identified through questions 18, 33, 41, 47, 54 and 64. Finally the ‘empathy’ of the respondents can be measured from the questions 30, 37, 49, 59 and 61. These 66 items to be responded on a 5- point scale ranging from 1- ‘not true’ to 5- ‘true’. The reliability and internal consistency of this scale was found to be 0.77.

**DATA ANALYSIS:**

The data collected from the questionnaire in this study was analysed using Statistical Package for Social Sciences (SPSS) version 11.0. They are summarized using appropriate descriptive and inferential statistics. The data was analysed based on the objectives and hypotheses stated.

**Analysis and Discussion**

Table: 1 Regression analysis – Influence of selected demographic variables on dependent Variable: Organizational Commitment

R	R Square	Adjusted R square	F	P-value
.728	.530	.491	13.516	0.000**

Predictors: (Constant), Spouse Employment, Education, Family type, Marital Status, Position, Experience, Age, Gender, Number of Dependants

**COEFFICIENTS:**

Demographic factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	118.554	16.261		7.291	.000
Age	-.425	.058	-.631	-7.347	.000**
Experience	.155	.057	.239	2.709	.008**
Gender	9.789E-02	.041	.190	2.408	.018*
Education	-.211	.054	-.336	-3.918	.000**
Position	1.537E-02	.042	.030	.369	.713
Marital Status	-7.468E-03	.064	-.012	-.117	.907
Number of Dependants	1.287E-02	.048	.024	.269	.789
Family type	-.102	.046	-.177	-2.195	.030*
Spouse Employment	.391	.055	.633	7.164	.000**

Dependent Variable: Organizational Commitment  
 \* - Significant at 0.05 level; \*\* - Significant at 0.01 level

In order to find out the influence of the demographic characters of the respondents on the dependent variable organizational commitment, the multiple regression analysis has been performed and the results are shown in the above table. It is noted that the value of co-efficient of regression ( $R^2$ ) is 0.530 which implies that 53.0 percent of the variation on the overall organizational commitment is explained by the independent variables.

To check whether this  $R^2$  is statistically significant, ANOVA is performed. The F value obtained is 13.516 ( $P < 0.001$ ) and hence it is concluded that there is significant relationship between the dependent variable organizational commitment and the independent variables ie. demographic factors of the respondents. The table reveals that among the different independent variables age ( $t = 7.347$ ), experience ( $t = 2.709$ ), gender ( $t = 2.408$ ), education ( $t = 3.918$ ), family type ( $t = 2.195$ ) and spouse employment ( $t = 7.164$ ) have significant results. This shows that these independent variables highly influence the dependent variable, organizational commitment. However, among the significant independent variables, age and spouse employment have high influence on the organizational commitment followed by education, experience, position and family type. Other variables like position, marital status and number of dependants do not influence significantly towards the dependent variable.

**Table: 2 Regression analyses -Influence of job satisfaction, emotional intelligence and corporate culture on Organizational Commitment**

R	R Square	Adjusted R square	F	P-value
.745	.556	.552	142.985	.000**

**PREDICTORS: (CONSTANT), EMOTIONAL INTELLIGENCE COEFFICIENTS:**

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.833	5.996		1.640	.102

Emotional Intelligence	.369	.057	.326	6.440	.000**
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Dependent Variable: Organizational Commitment

\*\* - Significant at 0.01 level

In order to find out the influence of emotional intelligence on the dependent variable organizational commitment, the multiple regression analysis has been performed and the results are shown in the above table. It is noted that the value of co-efficient of regression ( $R^2$ ) is 0.556 which implies that 55.6 percent of the variation on the organizational commitment is explained by the independent variable.

To check whether this  $R^2$  is statistically significant, ANOVA is performed. The F value obtained is 142.985 ( $P < 0.001$ ) and hence it is concluded that there is significant relationship between the dependent variable organizational commitment and the independent variable. The table reveals that independent variable emotional intelligence ( $t = 6.440$ ) has significant results. This shows that independent variable highly influence the dependent variable, organizational commitment.

**DISCUSSION:**

Age is one among the significant predictors of organizational commitment because if the workers stay within the organization longer, the relationship between the employer and the employee will develop, which influences them to be committed towards their organization. This is in line with the work of Dodd-McCue and Wright (1996).

Women tend to be more committed to organization than men because the opportunity of employment for ladies is at present higher when compared with the previous decades, which makes them happy and commit themselves towards their organization. This is also stated by Matheiu and Zajac (1990) and Aven et al. (1993).

The workers who are married have more commitment to their organizations than the unmarried workers. Married workers rather than single workers have more responsibility and require financial support and as such, they are more committed to their organization. Our results are also supported by Dodd-McCue and Wright, (1996), Bowen et al. (1994).

Experience plays a major role in developing organizational commitment. Experienced personnel are given more importance, especially in decision making, industrial modification, technological advancement, etc. than inexperienced, which makes them more committed. This corroborates the result of DoodaMcCue and Wright, (1996), Mannheim et al., (1997), Morrow, (1993) and Wiedmer (2006).

Result reveals that among the independent variables, family type forms a major part on organizational commitment followed by number of dependants. These two independent variables are the functions of the dependent variable, organizational commitment.

The table reveals that among the different independent variables spouse employment has significant results. Hence it is concluded that there is significant relationship between the dependent variable organizational commitment and the independent variable demographic factors while considering managers.

This research states that emotional intelligence has significant relationship with organizational commitment. It is expected that workers having high emotional intelligence will also be highly committed to their organizations. A person who can understand, control, and regulate his / her emotions will have better co-operation, creativity and interpersonal relation with others, one who is emotionally intelligent can excel in his / her performance. Nowadays the corporate are expecting the same. In return, they are recognized and rewarded, which makes the workers more committed towards their organization. The result of the present study is in conformity with the studies of Carmeli, (2003) and Rozell et al., (2004).

## CONCLUSION:

Hotel Industry should provide necessary facilities, conducive organizational climate and take necessary actions that cater to the welfare of the workers to improve organizational commitment. In conclusion, findings from the study have shown that the emotional intelligence and demographic factors could be relied upon by the organizational managements in order to increase the organizational commitment of the workers.

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