

A REVIEW OF LITERATURE ON EMOTIONAL INTELLIGENCE FOCUSING ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

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Abstract

Emotional intelligence (EI) is the individual's capability through which a person identifies, manages and adapts emotions and labels them in an appropriate way, to achieve their goal (s). Social relationship among managers can be developed and maintained effectively within an organization using EI. This study reviews the literature of EI focusing on job satisfaction and organizational commitment. Searches were conducted using different queries for Google search engine and Google Scholar database to identify relevant research articles and grey literature on EI while covered period is from January 1990 to December 2018. The analysis indicated that high EI in people led to increased job performance, mental health and personal skills. This study further explored that EI improved job satisfaction of employees and enhanced organizational commitment. EI is an important construct for the growth of firms and individuals and can be studied in various fields such as business, engineering and healthcare. Future researches should be continued to explore the influence of EI on behaviour of employees not only with respect to Job satisfaction and organizational commitment but also with other aspects such as stress and turnover intention.

Keywords: Emotional Intelligence, Job Satisfaction, Organizational Commitment, Review of Literature.

JEL Classification: Z000

Introduction

Emotional Intelligence (EI) is the ability to identify and monitor one's emotions as well the emotions of others to achieve personal and professional endeavours (Mayer, Caruso, & Salovey, 2016). Researches defined EI as all psychological processes that involved processing the effective information (Zeidner, Matthews,

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& Roberts, 2004). EI had been defined with three distinct approaches. The first approach delineated by Bar-On (1997) with elaboration that aspect of performance not linked by EI. The second, developed by Goleman (1995, 1998), through competency models had approached EI and considered it as a tool for building relationship. The third approach, represented by Mayer, Caruso and Salovey (2016) illustrated that there exist relationship in between emotions and cognitions. It also elaborates present and future of the concept of EI as a mental ability. All relevant theories with EI lead to understand how people perceived and utilized EI to facilitate and support personal and organizational effectiveness (Ciarrochi, Alkhatib, & Caputi, 2000).

Since 1990s, Mayer, Caruso and Salovey (2016) had broadly written on the aspects of EI that it influenced leadership in the organizations and referred EI as a sort of conceptual inkblot, an unstructured notion that is open to a vast number of interpretations. According to Caruso (2004), EI helped people to process, comprehend and utilize emotional information for social relationships.

EI is vital for the working environment because an employee cannot detach one's feelings in the work place. Dong and Howard (2006) illustrated that an employee and his co-workers needed to attain necessary emotional skills to get success in the professional world. Kunnanatt, (2004) elaborated that EI can be used as a tool for handling emotions of employees in the work environment to attain effectiveness of employees and to create good working atmosphere within organizations. Kunnanatt (2004) further found that EI is the sum of total mental capabilities, which enabled individuals to understand one's emotions and the emotions of others in a correct way, achieving desired outcomes of the organization.

EI is a remedy for modern business and an important basic ingredient for the legal, medical, nursing and engineering practices (Boyatzis, 2007). In the corporate world, nowadays EI has been shown as the predictor of success and employee retention. According to Boyatzis (2007), when a multinational consulting firm collaborated with EI training program for employees' well-being, it added millions more into profits. For example, L'Oréal had 63% low employee turnover when management recruited employees based on their EI (Spencer, McClelland, & Kelner, 1997).

Working relations with supervisor made impact on work performance, job satisfaction and retention of employees (Goman, 1991; Graen & Uhl-Bien, 1995; Robbins, 2001). Managers with high EI were encouraging (Carmeli, 2003), and employees under them performed better and were more satisfied (Wong & Law, 2002). Huy (1999) elucidated that EI helped reduce employee turnover, create efficient working teams, and enhance creativity and transformational leadership. Bradberry (2003) explored that 60% of good job performance across companies had been explained by EI.

Interest in EI has increased greatly over the last decade. Although some researchers and practitioners have been quite optimistic about the importance of EI in organizations, critical questions remain about the concept, theory, and measurement of EI (Landy, 2005; Zeidner, Matthews, &

Roberts, 2002). Zeidner et al. (2004) explained that EI has been more focused towards anecdote, unpublished proprietary surveys, opinions of experts and case studies. Bar-On (1997) found the relationship between job satisfaction and scores of total EI after taking the sample size of 314 participants consisting of salespersons, college students, nurses and teachers, while focusing on the effects of EI on the individuals with respect to job satisfaction.

In this study, we reviewed the literature of EI focusing on job satisfaction and organizational commitment and this study demonstrates the concepts of EI, organizational commitment and job satisfaction in the practical field.

Method

A literature review involves the identification, selection; critical analysis and written description of existing information (Polit & Beck, 2004). Suikkala and Leino-Kilpi (2001) and Evans (2002) inspired the method employed in this literature review. Articles and books were located using Google search engine and Google Scholar database covered period from January 1990 to December 2018. Publication in English language were considered only. The key words used were 'Emotional Intelligence', 'emotional intelligence and job satisfaction', 'emotional intelligence and organizational commitment', and 'reviews emotional intelligence'. In addition, the authors reviewed findings (Abraham, 2006; Boyatzis, 1999, 2007; Carmeli, 2003; Goleman, 1995, 1998; Jafri, Dem, & Choden, 2016; Mayer, Caruso, & Salovey, 2016; Nikolaou & Tsaousis, 2002; Testa, 2001; Khalid et al., 2018) regarding specific EI skills found to be associated with success in the workplace.

Emotional Intelligence

Employees with higher level of EI were supposed to achieve better outcomes in business while their supervisors and management considered them as effective as well as efficient leaders (Jafri, Dem, & Choden, 2016). Previous researches stated that leaders with higher level of EI were effective leaders (Goleman, 1995; Stein, 2000). From a research over 500 organizations conducted by Hay Group showed that top leaders with outstanding performance had around 85% of EI (Zeidner et al., 2004). Sivanathan and Gekken (2002) derived relationship between the behaviours of transformational leadership and its capable aspects of EI, depending upon the emotional, social and personal skills of leaders with conceptual overlap (Bass & Avolio, 1994).

Mayer et al. (2001) explained three principles for EI to qualify as a genuine intelligence to human. First, any intelligence must not reflect preferred behaviour patterns as expected by management. Second, the proposed intelligence by management should show a distinction in established intelligence with description of relevant abilities. Third, intelligence should develop with growing age.

Boyatzis and Van Oosten (2003) stated that EI is composed of social and personal competence. Personal competence consisted of self-awareness cluster (recognizing emotions of people, self-awareness, accurate self-assessment, self-worth and sense of people's capabilities) and the self-management cluster (consistency with one's values, trustworthiness, integrity, adaptability, flexibility, emotional self-control and behaviour (Boyatzis & Van Oosten, 2003). They further elaborated that social competence consisted of organizational awareness cluster (empathy) and the relationship management cluster (teamwork, managerial conflicts and inspirational leadership change catalyst).

Emotional Intelligence in Workplace

Employee commitment, quality of service, customer loyalty, teamwork, development of talent and innovation were considered as wide array of work behaviours that are affected by EI (Zeidner et al., 2004). It has been found that with higher level of EI, people behaved efficiently, became more success oriented, career driven, enjoyed better health and relationship than those having low EI (Cooper, 1997). Since the development of the concept of EI, it had been accepted and adapted in the business world and later accepted in academics (Abraham, 2006).

Abraham (2006) associated EI with the satisfaction of personal life experience, leadership and success in work place. With the passage of time, the concept of EI gained popularity and had been accepted by several organizations on a large scale; however, there is still criticism on EI by some researchers. For example, Hutchinson et al. (2018) concluded that no scientific foundation had been found for the effectiveness of EI yet whereas leadership theories such as practical intelligence, EI and competencies had been accepted.

Emotional Intelligence Training effects on Performance of Employees

Nowadays, competencies for EI are going to be used in career selection and placement purposes and are gaining momentum in several organizations. With the passage of time, companies have realized that EI competencies were vital for the organizational management. (Zeidner et al., 2004). Companies have improved performances by measuring EI competencies such as empathy, assertiveness, emotional self-awareness and happiness, in recruitment and hiring procedure (Bar-On, 1997; Cherniss, 2001). For example, the U.S Air Force used the Bar-On EQ-i (Emotional Quotient Inventory) scores (Bar-On, 1997; Cherniss, 2001) and had savings of \$3 million per annum (around 3 times the previous savings) (Bar-On, 1997; Cherniss, 2001).

EI and Job Satisfaction

Job Satisfaction is termed as "from the estimation of one's job values, the pleasant emotional state is the job satisfaction (Schwepker, 2001)". Job Satisfaction also stated as "a positive or pleasurable

able state of emotion resulting from the satisfaction of a job or experience of the job” (Dong & Howard, 2006; Yao, Locke & Jamal, 2018). Job satisfaction is a variable that is very close to the organizational commitment (Lok & Crawford, 2001). Retention of talent had become an issue for organizations and retaining talented employees was the major concerns for human resource team (Nikolaou & Tsaousis, 2002).

Better understating with predictors of job satisfaction and job satisfaction itself can assist managers in communication with employees and can further facilitate for the organizational change (Dong & Howard, 2006). Long, Yaacob, and Chuen (2016) found and forecasted about the EI of employees that it was associated with performance and job satisfaction. Moreover, an employee who had high EI responded more quickly to the stress and bad behaviours of colleagues at workplace.

Leaders having high EI can use their abilities to better understand, perceive, and mediate effects that can affect the satisfaction of job negatively. Moreover, managers with high EI can increase job satisfaction by creating a supportive work environment for the employees (Long, Yaacob, & Chuen, 2016).

EI and Organizational Commitment

The concept of organizational commitment can be used for the identification of individuals and their participation in organizations (Mowday, Steers, & Porter, 1979). Commitment towards organization was highly related to the attendance, engagement and performance of the employees (Zhu et al., 2007).

Employee responsibility was the major measure for the success of manager and it reap advantages far more for the increased performance of organization (Mayfield & Mayfield, 2006). Managers with higher EI had positive interactions with employees and resulted in increased cooperation, coordination and citizenship of organizations, contributing to increased performances (Brush, Moch, & Pooyan, 1987; Wong & Law, 2002). Zhu et al. (2007) believed that employees with positive emotions had high affection for the company.

Organizational obligations are the willingness of employees to perform according to the objectives of organization, whereas, job satisfaction increase their commitment with the organization (Opkara, 2004). Cherian, Alkhatib, and Aggarwal. (2018) have found a strong relationship between organizational commitment and job satisfaction. Organizational commitment is actually an emotional reaction (Testa, 2001). Continuance commitment (CC), affective commitment (AC) and normative commitment (NC) are the three distinct constructs of the organizational commitment (Carmeli, 2003). Affective commitment showed a positive interrelation between individuals and the organization (Shahzad, Haris Qureshi, & Abbas, 2018). The affective component of organizational commitment refers to employees' emotional attachment to identification and involvement in the organization

(Allen & Meyer, 1990). Continuance organizational commitment explains fear of losing job benefits when in contact with risk adverse nature of employees that prohibited them for switching job (Feinstein, Vondrasek, & Restaurants, 2006). Lastly, normative commitment explains that employees with strong commitment would remain part of the organization (Meyer & Allen, 1991).

According to O'Boyle et al. (2011), a significant correlation existed among EI, organizational commitment and emotional coping ability whereas, EI acted as a slackening variable between organizational commitment and coping abilities. Nikolaou and Tsaousis (2002) explored the relationship between EI and occupational stress among samples of professionals in mental health institutions that showed a negative correlation between stress at work and EI. Employees with high scores of EI suffered low stress in the occupational environment. EI and organizational commitment had a positive correlation showing employees increased commitment with high level of EI. Nikolaou and Tsaousis (2002) further explained that emotionally competent employees were able to get more career opportunities.

Relationships between Job Satisfaction, Emotional Intelligence and Organizational Commitment

People, who are able to handle responses, directly influenced all the relevance of EI with job satisfaction, turnover intention and organizational commitment outcomes (Wong & Law, 2002). Job satisfaction of employees directly affected organizational outcomes. Recently there had been a new perspective about job satisfaction that drew attention towards the influence of two important variables, EI and trust on job satisfaction (Dong & Howard, 2006).

Trahant (2007) study showed that improved employee commitment and behaviours directly influenced the performance of an organization. Functions of an organization like production, recruitment, customer handling were affected by the EI that involved interaction with other people while the high EI level of management made good influence to the organization (Trahant, 2006).

According to Trahant (2006), an employee's relationship with their organization affected directly on organizational commitment and the job satisfaction as per effectiveness criteria. Management played a vital role in the development of organizational commitment and job satisfaction among employees. When managers were capable to possess EI, they had concerns for subordinates, and they could perceive the emotional status of the subordinates then they achieved the desired result satisfaction (Trahant, 2006). Trahant (2006) further elaborated that management level of EI played a vital role in prospering the follower organizational commitment and satisfaction with job.

Below we gave a few exemplary business cases on EI, job satisfaction and organizational commitment.

Hallmark Communication & a Multinational Consulting Firm

Sales staff of Hallmark Communication with 25% more EI than their counter sales staff found to be more productive. They executed better job performance with inner job satisfaction and more importantly, they focused on outcomes, strategic thinking and character building (Bradberry, 2003).

In addition, when a multinational consulting firm measured the senior partners on competency level of EI, they found that focusing on high EI generated \$1.2 million more profit. Boyatzis (1999) explained that powerful sales force working with high EI corporate partners showed a 139% gain in profit.

AT&T (American Telephone & Telegraph Company) & Coca Cola

AT & T participation in a cross industry study got the results that 20% more productivity achieved among all levels of management, that is, from supervisors to the senior level managers. For example, around 91 % of employees were top performers and they were with high EI (Bradberry, 2002).

Similarly, Coca Cola found that division leaders with higher level of EI had outperformed their targets by 15%, while counter division leaders missed the targets who had low level of EI (McClelland, 1999).

US Air force and L' Oreal

The US Air Force had succeeded in employee turnover rate from 35% per annum to the 5% per annum by selecting candidates with high EI. Total saving cost was \$3 million per year on an investment of \$10,000 for EI development programs with employees. After that, employees were highly committed with their organization (GAO Archive).

Based on EI skills, L' Oreal also reduced employee turnover rate, L' Oreal got \$91,370 profit per group of salespeople while this group had 63% less turnover as compared to the other group of sales staff which were not part of the EQ program (Cherniss, 2001).

Emotional Intelligence Business Case

There is a case study reviewed in The Emotional Intelligence Quick Book that analysed the emotional scores of people. After analysis the emotional scores, it found that directors and high-designated persons had low scores of EI (Simon & Schuster, 2005).

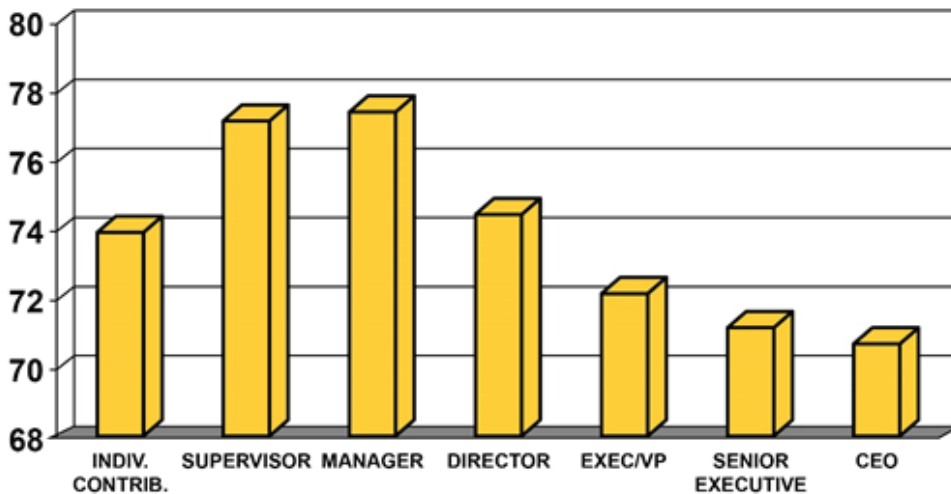


Figure 1

Traditional positions for individuals' jobs like jobs in sales department, information technology and finance considered as "low EI jobs" while their employees of were insignificant in EI scores. Unemployed and engineering people were lower in EI while R&D positions, HR, Customer Service and business development were had highest EI (Simon & Schuster, 2005).

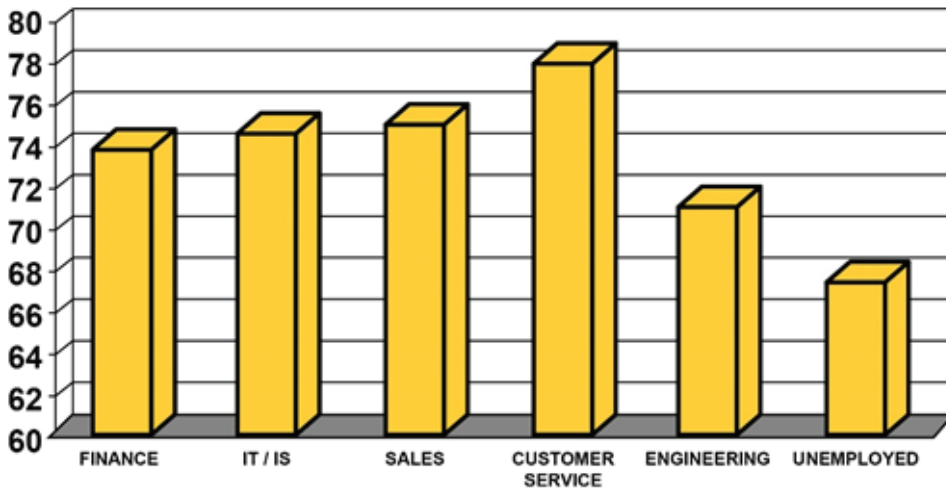


Figure 2

Findings & Discussion

Following four themes were emerged from the literature reviewed.

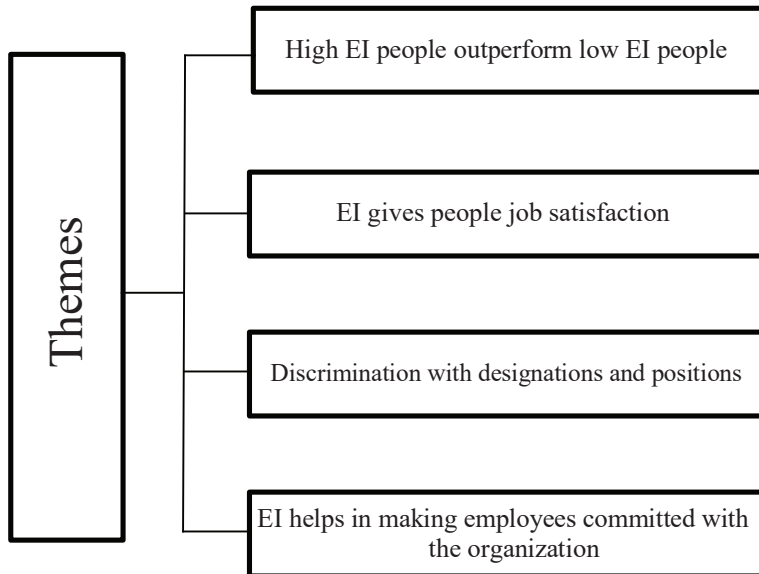


Figure 3

(1) EI gives people Job Satisfaction: People with emotionally intelligence had the ability to produce different ways that gave them inner satisfaction with their jobs. Companies with such people got good profits in business. There was a need of training people with some aspects of EI on job satisfaction and productivity of employees. Such training help organizations in realizing the human capabilities and let them know the ways for improving those human capabilities by paying full attention to the psychological issues of employees (Hosseinian et al., 2008)

(2) High EI people outperform low EI people: Organizational Performance can achieve by recruiting emotional intelligent people. Studies revealed that people with high EI mostly outperformed the others that have low EI. The individuals, who had understanding and awareness of their own feelings, will have better relationships with their family members, colleagues, and management. Better relationships made them happy and gave inner satisfaction that ultimately reflected in their work and good job performances (Holt & Jones, 2005).

(3) EI helps in making employees committed with the organization: Organizations came in crisis when turnover was high but in such condition, management played a vital role in develop-

ment of organizational commitment with the subordinates. When managers were emotionally intelligent and took care of their subordinates then they could achieve the desired results with the help of their subordinates. It was the perception of employees that evolved their emotions and subsequently it brought a variation in their behaviours. If management became aware with emotions of subordinates then it could help in dealing subordinates for creation of a progressive work environment make people committed with organization (Khalid et al.,2018)

(4) Discrimination with designations and positions: Studies revealed that there always been requirement of people with higher EI on the positions where people coordination and interaction is must. People on high-level designations possess lower EI as compared to the people with higher EI on low-level designations because people interaction reduces with the increasing level of managerial hierarchy (Goman, 1991; Graen & Uhl-Bien, 1995; Robbins, 2001; Wong & Law, 2002).

Conclusion

Finding of this review stated that dealing with EI is really a responsible job and organizations that had taken this matter seriously are growing while the others are not. This study with opportunistic area for future research, used to explore the relationship of EI with Organizational Commitment and Job Satisfaction. Therefore, high EI can lead managers to produce positive work attitudes and selfless behaviours and as a result, employees under their supervision enjoyed good performance and job satisfaction. Management with EI increases the number of ways that increases the inner satisfaction in the employees and make them committed with the organization. The growth of firms, revenue and profits linked with the emotional intelligence. Profit generating organizations had high employee engagement and employee involvement. Best organizations were those which integrated employees in working with proper planning and its execution and then focused employees, teams, departments and units onto their performances and it happened time by time and not by the accident. Future researches should be continued to explore the influence of EI on behaviour of employees not only with respect to Job satisfaction and organizational commitment but also with all other aspects such as stress and turnover intention. The growth of firms, revenue and profits linked with EI and make understanding of EI is an important construct for the growth of firms and individuals and can be studied in various fields. This review will further help to refine the existing EI literature while containing significance on both practical and theoretical contributions.

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