



O P E N S P A C E S

ORGANIZATIONAL COMMITMENT AND
ASSOCIATED EMOTIONAL & DEMOGRAPHIC
FACTORS

By

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ARTICLE ABSTRACT

Organizational Commitment ensures the harmonious functioning of an organization. This study was designed with the purpose of understanding the various demographic and emotional factors that influence organizational commitment. The demographic factors focused on this study included gender, age, tenure, years of experience, position in organization whereas twenty emotional factors were focused on in this study including, Life Pressures, Life Satisfactions, Emotional Self Awareness, Emotional Expression, Emotional Awareness of Others, Intentionality, Creativity, Resilience, Interpersonal Connections, Constructive Discontent, Outlook, Compassion, Intuition, Trust Radius, Personal Power, Integrated Self, General Health, Quality of Life, Relationship Quotient, Optimal Performance. For the purpose of collecting data, 125 employees were randomly chosen from various companies in Mumbai. Questionnaires were used for collection of data regarding organizational commitment and demographic and emotional factors. By analysing percentages and frequencies, results were obtained concluding that gender, age, tenure and years of experience positively influenced organizational commitment and organizational commitment also varied with position in organization. Moreover emotional factors of Life Pressures, Life Satisfactions, Intentionality, Creativity, Compassion, Trust Radius, Personal Power and Optimal Performance directly influenced organizational commitment.

INTRODUCTION AND PURPOSE

An organization can be defined as a body of individuals or systems working together to achieve results. Any organization requires all its members to cooperate, interact and work together and to deal with problems as one unit. In this sense, an organization strongly resembles a family. And just like a family cannot continue without the wholehearted commitment of its members, an organization too needs the commitment of its employees to function smoothly. This commitment can be termed as Organizational Commitment.

Organizational commitment has become a matter of concern in recent times. Many studies have been conducted lately aiming to develop a more intricate understanding of this subject. The results received from these studies have only served to emphasize its importance in an organization and its influence on an employee's abilities. Studies have found that Organizational Commitment has a strong relation with attendance of employees (Gellatly, 1995; Steers, 1997) as well as job performance (Meyer *et. al*, 1993; Baugh & Roberts,

1994). Moreover, it has also been proved to correlate with strong leadership qualities and communication skills (Decottis & Summers, 1987). Organizational Commitment thus positively influences organizational behavior, and it is one factor which managers must look for while selecting employees. Especially, with the current state of economy there is an increased need for committed employees who will drive their companies to success.

This importance of organizational commitment therefore probes at research concerning the various factors that influence it so as to facilitate organizations to correctly select the capable employees. This study has been designed to develop a deeper and richer analysis of Organizational Commitment in companies in Mumabi, India. It will investigate the various emotional and demographical factors that influence Organizational Commitment of Indian employees.

DESCRIPTION OF FACTORS TO BE MEASURED

Organizational Commitment

Organizational Commitment refers to an employee's dedication to his organization. Bateman and Strasser defined organizational commitment as 'multidimensional in nature, involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership'.

Emotional Intelligence

According to Esther M. Orioli, creator of the EQ Maps, Emotional Intelligence is 'the ability to sense, understand and effectively apply the power and acumen of emotions as a source of human energy, information, trust, creativity and influence.' In this study 20 different emotional factors have been measured. And for the purpose of understanding, these factors have been grouped into 5 Sections. The Sections and the Emotional Factors measured have been given in the table in the next page:

Table 1: Factors of Emotional Intelligence

CURRENT ENVIRONMENT	EMOTIONAL LITERACY	COMPETENCIES	VALUES AND ATTITUDES	EQ OUTCOMES
1. Life Pressures	3. Emotional Self Awareness	6. Intentionality	11. Outlook	17. General Health
2. Life Satisfactions	4. Emotional Expression	7. Creativity	12. Compassion	18. Quality of Life
	5. Emotional Awareness of Others	8. Resilience	13. Intuition	19. Relationship Quotient

		9. Interpersonal Connections	14. Trust Radius	20. Optimal Performance
		10. Constructive Discontent	15. Personal Power	
			16. Integrated Self	

Demographic Factors

The demographic factors measured in this study are age, gender, tenure, total work experience and position in organization.

LITERATURE REVIEW

Emotional Quotient and Organizational Commitment

There have been numerous studies in the past focusing on the effect of emotional factors on various aspects relating to work. Consistently, studies have revealed that emotional quotient has a strong influence on organizational behavior. For example one study by Offermann, Bailey, Vasilopoulos, Seal, and Sass (2004), found that emotional intelligence plays a strong role in predicting job performance in projects involving teamwork; another study by Cynthia D Fisher (1998) found that a strong correlation exists between emotions and job satisfactions. Yet another study by Pavel O. Luksha found that emotions are an important determinant of organizational dynamics. Hence all these studies prove that an organization doesn't work devoid of emotions but in fact emotions form the basis of an organization. Similarly emotional quotient plays a strong role even in predicting organizational commitment, and many studies have been conducted arriving at the same conclusion.

One study by Ashkan Khalili (2011) focused on the relevance of emotional intelligence on organizational commitment of the employees of small and medium enterprise in private sector. The study, with 142 subjects, found a positive correlation of .151 ($p < 0.05$) between emotional intelligence and organizational commitment. Another study by Samuel O. Salami (2008) involving 320 subjects both from the private and public sector showed that emotional factors are an important variable influencing organizational commitment. Results indicated a high positive correlation of .22 ($p < .05$) between emotional intelligence and organizational commitment.

Samuel O. Salami argued that the reason for such a high correlation could be that employees with high emotional intelligence could display 'cooperation, creativity and good interpersonal skills'. Moreover, they can also perceive, express and regulate emotions,

which could affect commitment to their organization. Hence, due to their high command over various emotional factors, these employees were able to maintain high commitment to their organization.

And many other studies, (Carmeli, 2003; Rozell, Pettijohn and Parker, 2004; Vakola, Tsaousis and Nikolaou, 2004) have revealed similar results in their attempt to understand the relationship between emotional quotient and organizational commitment.

Organizational Commitment and Demographic Factors

Literature shows that there are various demographic factors that are studied in relation to organizational commitment. Following are the variables most often studied:

Age

Organizational Commitment has often been associated with age and many studies have been conducted studying this association. Some studies, such as the one by Samuel O. Salami have shown that a strong relation exists between age and organizational commitment. The study by Samuel O Salami revealed a high correlation of $r = .20$ ($p < .0$). The reason cited by him for such a result is that, the older generations tend to have higher educational qualifications and so more often than not occupy higher positions in organizations and have more responsibilities. And so, due to the high responsibilities, they display higher commitment. Similar findings have been revealed in studies by Mathieu, J. and Zajac, D. (1990).

However another study by Mmakgomo Roseline Laka-Mathebula (2004) with 246 subjects revealed an insignificant relation between age and occupational commitment. Moreover the study also individually observed the relation of the three different types of organizational commitment, affective, continuance and normative with age. Here too the correlation of age with each of the types proved weak.

Yet another study by Akintayo, Abu showed a partial relation between age and organizational commitment.

Hence ultimately, after reviewing the literature we can conclude that age is an inconsistent predictor of organizational commitment.

Gender

Though gender has often been studied as a factor predicting Organization Commitment, many studies (MmakgomoRoselineLaka-Mathebula, 2004; Akintayo, Abu; Samuel O. Salami, 2008) have shown a weak relation between the two variables. According to these studies, there is no significant difference in the organization commitment of the two genders. However, one other studied by Megumi Watanabe (2010) revealed that men have higher organizational commitment than women.

Tenure at Organization

In one study, by Wilbert D. Hawkins (1998) investigating the relation between tenure at organization and affective organizational commitment in particular of high school principals revealed a strong positive correlation between the two variables. Research by Samuel O. Salami also arrives at the same results.

RESEARCH OBJECTIVES

The objectives of the research can be stated as below:

1. To explore and understand the nature of commitment in the working population in today's context
2. To understand the demographic profiles of high and low commitment populations
3. To understand emotional mapping of factors associated with organizational commitment

HYPOTHESES

Hypothesis 1- Gender will not have any relation with Organizational Commitment.

Hypothesis 2- Age will have a positive relation with Organizational Commitment.

Hypothesis 3- Tenure will have a positive relation with Organizational Commitment.

Hypothesis 4- Work Experience will have a positive relation with Organizational Commitment.

Hypothesis 5- Position in Organization will have a positive relation with Organizational Commitment.

Hypothesis 6- The various emotional factors (Life Pressures, Life Satisfaction, Intentionality, Creativity, Compassion, Trust Radius, Personal Power and Optimal Performance) will have a positive relation with Organizational Commitment.

METHOD

The descriptive research design was used in this study. The aim of descriptive research is to verify formulated hypotheses that refer to the present situation in order to elucidate it.

Questionnaires were the primary instrument used in order to collect data.

Sample

The target population for the study consisted of employees from various different organizations in Mumbai. The maximum age of subjects in this study is from 35 to 40. A sample of 125 employees were selected by using random sampling technique from four different organizational sectors: Hospitality (30), Multinational Corporations (31), family owned (31) and Indian Professional (32). Out of the 125 subjects, 75 were male and 48 were female; 57 subjects were below the age of 28, 43 were between 28 and 35 years and 24 were above the age of 35; 32 subjects had less than 1 year tenure, 58 had tenure between 1 and 5 years and 34 had a tenure of above 5 years; 23 subjects were not managers, 37 were junior managers, 39 were middle managers and 18 were senior managers; 13 subjects had a total work experience of less than one year, 40 had between 1 and 5 years of total work experience and 68 had work experience of more than 5 years.

Description of Instruments Used

Respondent Data Sheet

This sheet was used to collect the demographical data. The respondents were to fill in their gender, age, tenure, total work experience, name of organization and position in organization on this sheet.

Commitment Hierarchy Indicator (CHI)

The CHI is a forced choice questionnaire designed to measure organizational commitment. It consists of ten statements, each describing a different situation. The respondents indicate their level of commitment by choosing one of the four response options provided with the statements, thus receiving a score ranging from 0-3, 3 indicating highest level of commitment. Adding the scores received for each of the ten statements gives the total commitment score. Thus the highest score which can be received is 30 and the lowest score is 0. A total score of 22 and above indicates High Commitment, a score between 17 and 21

indicates Medium Commitment, and a score of 16 and below indicates Low Commitment. When the 125 subjects were segregated into these three commitment categories, 34 subjects displayed Low Commitment, 55 displayed Medium Commitment, and 36 subjects displayed High Commitment.

This questionnaire was developed in-house at Open Spaces Consulting Ltd. and is not scientifically validated. However before it was used on the target group, a pilot testing had been done in order to ensure its effectiveness. A special effort was put in to make the items non-judgemental and so the lack of value loaded options allows the subjects to answer truthfully. The intellectual property of the instrument is proprietary to Open Spaces Consulting (P) Limited.

The EQ Map

The EQ map is a self-report inventory which has been used to measure the Emotional Quotient in this study. This questionnaire has been developed by the following:

Created, designed and written – Esther M. Orioli, M.S.

Concept - Esther M. Orioli, Robert K. Cooper, Ayman Sawaf

This questionnaire separately measures each of the emotional factors analysed in this study as 'Scales'. Each of the 20 Scales consists of a set of statements, all of which are provided with a 4-point Likert Scale on which the subjects mark the extent to which the statement applies to them. The scale ranges from 0 to 3. Depending on the total score received for a scale, the subject is put into a Performance Zones for the Scale. Following are the four Performance Zones: Optimal, Proficient, Vulnerable and Caution. An Optimal score in a scale suggests that the subject is high on the emotional factor, whereas a Caution indicates weakness in the emotional factor, Proficient and Vulnerable scores indicate above average and below average performance in the emotional factor respectively.

The advantage of such a questionnaire is that it does not measure Emotional Intelligence as one unit, giving us only one score, but in fact divides the Emotional Intelligence into various sub-units or Scales, giving us a separate score for every individual emotional factor giving a qualitatively rich indicator.

Procedure for Data Collection

A booklet consisting of the Respondent Data Sheet, Commitment Hierarchy Indicator and EQ Maps was distributed to the employees of the various organizations after gaining approval from the management. Following the instructions given in the questionnaires, and

with the guidance of the researcher, the questionnaires were filled in by the subjects and returned.

Data Analysis

Once, collected the data was categorised according to the variables measured as follows:

Gender: Male Female

Age: below 28, between 28 and 35, above 35

Tenure: below 1 year, between 1 and 5 years, above 5 years

Position in Organization: Non-Management, Jr. Management, Middle Management, Sr. Management

Total Work Experience: below 1 year, between 1 and 5 years, above 5 years

Once categorised, the data was organized into tables. Using frequencies and percentages, the data was then analysed.

RESULTS

The results obtained after data analysis have been described below.

Demographic Factors

1) Gender

Table 2: Frequency and percentage of genders according to level of commitment

Level Of Commitment	Frequency		Percentage	
	Male	Female	Male	Female
Low (34)	14	19	18.67%	39.58%
Medium (55)	33	21	44.00%	43.75%
High (36)	28	8	37.33%	16.67%

[N (Males) = 75, N (Females) =48]

As we can see in Table 2, gender is a predictor of Organizational Commitment. Males display a higher level of commitment since a higher percentage of male subjects (37.33%) have scored High Commitment as compared to the percentage of females (16.67%). Similarly the percentage of females (39.58%) scoring Low Commitment levels is much higher than the percentage of males (18.67%).

2) Age

Table 3: Frequency and percentage of age groups according to level of commitment

Level Of Commitment	Frequency			Percentage		
	<28 years	28-35	>35	<28	28-35	>35

		years	years	years	years	years
Low (34)	18	11	5	31.58%	25.58%	20.83%
Medium (55)	25	23	7	43.86%	53.49%	29.17%
High (36)	14	9	12	24.56%	20.93%	50.00%

[N (<28 years) =57, N (28-35 years) =43, N (>35 years)=24]

In Table 3, we see that age corresponds with Organizational Commitment. With an increase in age, Organizational Commitment also increases. The percentage of subjects scoring Low Commitment is highest for the below 28 years group (31.58%), and the percentage of subjects scoring High Commitment is highest for the above 35 years group (50%).

3) Tenure

Table 4: Frequency and percentage of tenure groups according to level of commitment

Level Of Commitment	Frequency			Percentage		
	<1 year	1-5 years	> 5 years	<1 year	1-5 years	> 5 years
Low (34)	15	14	5	46.88%	24.14%	14.71%
Medium (55)	13	30	11	40.63%	51.72%	32.35%
High (36)	4	14	18	12.50%	24.14%	52.94%

[N (<1 year)= 32, N (1-5 years) = 58, N (>5 years) = 34]

Table 4 reveals that tenure has a relation with Organizational Commitment. With tenure at organization, Organizational Commitment also increases. The group with less than one year tenure has maximum percentage of subjects scoring Low Commitment (46.88%), the group with one to five years tenure has maximum percentage of subjects scoring Medium Commitment (51.72%), and the group with above 5 years tenure has maximum subjects scoring High Commitment (52.94%).

4) Total Work Experience

Table 5: Frequency and percentage of total work experience groups according to level of commitment

Level Of Commitment	Frequency			Percentage		
	<1 year	1-5 years	>5 years	<1 year	1-5 years	>5 years
Low (34)	5	14	13	38.46%	35.00%	19.12%
Medium (55)	6	14	33	46.15%	35.00%	48.53%
High (36)	2	12	22	15.38%	30.00%	32.35%

[N (<1 year) = 13, N (1-5 years) = 40, N (>5 years) = 68]

It can be seen in Table 5, Organizational Commitment increases with total work experience. The highest percentage of subjects scoring High Commitment belong to the above 5 years

group (32.35%), whereas the group with tenure between 1 and 5 years have scored the second highest percentage (30%), and the lowest percentage of subjects scoring High Commitment belong to the below 1 year group (15.38%).

5) Position in Organization

Table 6: Frequency and percentage of position in organization according to level of commitment

Level Of Commitment	Frequency				Percentage			
	Non Mg	Jr. Mg	Mid Mg	Sr. Mg	Non Mg	Jr. Mg	Mid Mg	Sr. Mg
Low (34)	7	9	10	3	30.43%	24.32%	25.64%	16.67%
Medium (55)	11	14	20	8	47.83%	37.84%	51.28%	44.44%
High (36)	5	14	9	7	21.74%	37.84%	23.08%	38.89%

[N (Non-Mgmt.) = 23, N (Jr. Mgmt.)= 37, N (Mid Mgmt.)= 39, N (Sr. Mgmt.)= 18]

As shown in table 6, Position in Organization directly relates with Organizational commitment. As seen above, the non-management group has a lower percentage of subjects scoring High Commitment (21.74%) than any of the management levels. The table also shows that the senior management group has highest percentage of subjects scoring High Commitment (38.89%), the Jr. Management group come a close second (37.84%), whereas, the middle management group has the lowest percentage of subjects scoring High Commitment (23.08%). Therefore, Organizational Commitment varies with position in organization.

Emotional Factors

Even though all 20 Factors mentioned above were measured and studied, in this Article only those factors revealing the most interesting results have been mentioned and discussed.

Following are the factors: Life Pressures, Life Satisfactions, Intentionality, Creativity, Compassion, Trust Radius, Personal Power and Optimal Performance.

6) Life Pressures and Life Satisfactions

Table 7: Frequency and percentage of levels of life pressures and life satisfactions according to level of commitment

	Frequency						Percentage					
	Life Pressures			Life Satisfactions			Life Pressures			Life Satisfactions		
	Low	Med	High	Low	Med	High	Low	Med	High	Low	Med	High
Optimal	2	4	2	30	52	36	5.88%	7.27%	5.56%	88.24%	94.55%	100%
Proficient	3	3	2	4	1	0	8.82%	5.45%	5.56%	11.76%	1.82%	0%
Vulnerable	9	9	5	0	2	0	26.47%	16.36%	13.89%	0.00%	3.64%	0%

Caution	20	39	27	0	0	0	58.82%	70.91%	75.00%	0.00%	0.00%	0%
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In table 7, the results relating to the emotional factors of Life Pressures and Life Satisfactions have been described. Life Pressures increases with increase in Organizational Commitment. It can be observed in the table, that the High Commitment group has the highest percentage of subjects scoring a Caution in Life Pressures (75%), and the Low Commitment group has the lowest (58.82%). Life Satisfactions too corresponds highly with Organizational Commitment. All the subjects scoring High Commitment have scored an Optimal in Life Satisfactions, and the Low Commitment group has lowest percentage of subjects scoring an Optimal in Life Satisfactions (88.24%).

7) Intuition and Creativity

Table 8: Frequency and percentage of levels of intuitions and creativity according to level of commitment

	Frequency						Percentage					
	Intuition			Creativity			Intuition			Creativity		
	Low	Med	High	Low	Med	High	Low	Med	High	Low	Med	High
Optimal	4	10	7	4	11	10	11.76%	18.18%	19.44%	11.76%	20.00%	27.78%
Proficient	9	27	18	15	22	14	26.47%	49.09%	50.00%	44.12%	40.00%	38.89%
Vulnerable	16	14	10	12	16	9	47.06%	25.45%	27.78%	35.29%	29.09%	25.00%
Caution	5	4	1	3	6	3	14.71%	7.27%	2.78%	8.82%	10.91%	8.33%

Table 8 describes the results relating to the emotional factors of Intuition and Creativity. We can see that both these factors have a direct relationship with Organizational Commitment and with an increase in these two factors, Organizational Commitment also increases. It can be observed that the High Commitment group has the highest percentage of subjects scoring an Optimal in Intuition (19.44%), and at the same time the Low Commitment group has the lowest percentage of subjects scoring an Optimal in Intuition (11.76%). Similarly, in the factor of Creativity, the percentage of subjects scoring an Optimal is highest for High Commitment group (27.78%), and lowest for the Low Commitment group (11.76%).

8) Compassion and Trust Radius

Table 9: Frequency and percentage of levels of compassion and trust radius according to level of commitment

Frequency						Percentage					
Compassion			Trust Radius			Compassion			Trust Radius		
Low	Med	High	Low	Med	High	Low	Med	High	Low	Med	High

Optimal	5	10	5	0	6	5	14.71%	18.18%	13.89%	0.00%	10.91%	13.89%
Proficient	3	5	9	8	9	10	8.82%	9.09%	25.00%	23.53%	16.36%	27.78%
Vulnerable	11	23	12	16	22	14	32.35%	41.82%	33.33%	47.06%	40.00%	38.89%
Caution	15	17	10	10	18	7	44.12%	30.91%	27.78%	29.41%	32.73%	19.44%

Table 9 reveals that the emotional factors of Compassion and Trust Radius have a direct relationship with Organizational Commitment and with an increase in these two factors, organizational commitment also increases. We can see that the High Commitment group has the lowest percentage of subjects scoring a Caution in Compassion (27.78%), and at the same time the Low Commitment group has the highest percentage of subjects scoring a Caution in Intuition (44.12%). Also, the High Commitment group has a higher percentage of subjects scoring above average in Compassion (13.89%+25%=38.89%) than the Low Commitment group (14.71%+8.82%=23.53%). Similarly, in the factor of Trust Radius, the percentage of subjects scoring an Optimal is highest for the High Commitment group (13.89%), whereas no subject from the Low Commitment group has managed to score an Optimal in the factor.

9) Personal Power and Optimal Performance

Table 10: Frequency and percentage of levels of personal power and optimal performance according to level of commitment

	Frequency						Percentage					
	Personal Power			Optimal Performance			Personal Power			Optimal Performance		
	Low	Med	High	Low	Med	High	Low	Med	High	Low	Med	High
Optimal	0	0	4	2	8	6	0.00%	0.00%	11.11%	5.88%	14.55%	16.67%
Proficient	1	4	7	4	9	8	2.94%	7.27%	19.44%	11.76%	16.36%	22.22%
Vulnerable	16	20	13	10	20	10	47.06%	36.36%	36.11%	29.41%	36.36%	27.78%
Caution	17	31	12	17	18	12	50.00%	56.36%	33.33%	50%	32.73%	33.33%

As we can see in Table 10, emotional factors of Personal Power and Optimal Performance are predictors of Organizational Commitment. Low and Medium Commitment group have no subjects scoring an Optimal in Personal Power, whereas from the High Commitment group 11.11% of the subjects have scored an Optimal. Similarly the percentage of individuals scoring an Optimal in Optimal Performance is low in the Low Commitment group (5.88%), higher for the Medium Commitment group (14.55%) and highest for the High Commitment group (16.67%).

DISCUSSION

The results of this study have indicated that there exists a relationship between organizational commitment and various demographic (gender, age, tenure, work experience, position in organization) as well as emotional factors.

The findings have revealed that gender is an important predictor of organizational commitment. Hence Hypothesis 1, predicting no relationship between gender and organizational commitment was rejected. The possible explanation for this could be gender stereotypes. According to these stereotypes, females should focus mainly on raising a family and looking after their homes, whereas males should be the head financial providers. India especially is a country highly plagued with such gender stereotypes. And therefore, females are more committed to being homemakers than to being working women, and on the other hand, for males, their work is their primary commitment.

Hypothesis 2 predicted a direct relationship to exist between age and Organizational Commitment. The findings revealed that Organizational Commitment did indeed correlate with age. This maybe because, due to the difference in maturity level, older generations are more capable of displaying High Commitment. Moreover, the current generation (below age 28) has often been observed to be more success and salary oriented, and so developing a long term trusting relationship towards an organization would not be their top priority.

Findings also indicate Tenure and Total Work Experience to relate with Organizational Commitment, thus confirming Hypothesis 3 and 4. This is understandable since the longer an employee works for an organization, the stronger his bond with the organization will be, and the deeper will be his attachment for his workplace and his colleagues. Moreover, employees with higher tenure and work experience tend to occupy the senior positions in their organizations and so, due to the high responsibilities they display higher commitment. In fact, the research has also revealed that Position in Organization greatly influences Organizational Commitment thus confirming Hypothesis 5. Table 5 showed that Senior Managers displayed highest level of commitment, and Junior Managers too displayed a considerably high commitment, however the mid-level managers leaned more towards low commitment. The dip in commitment levels at middle management positions is possibly due to a fall in the employees' enthusiasm at this stage. At junior positions, the employees are new to work, they are motivated, they also have high scope for being promoted to higher positions and hence they are the ones trying most hard to impress their superiors. But most of the employees holding middle management positions have spent a considerable amount of time in the same field, and are perhaps exhausted with their routine work. Senior positions on the other hand are accompanied with a sense pride and an increase in responsibilities which probe the employees to display higher commitment.

Results state that all the emotional factors, Life Pressures, Life Satisfactions, Intuition, Creativity, Compassion, Trust Radius and Personal Power predicted Organizational Commitment, hence confirming Hypothesis 6. That Life Pressures are higher at high levels of commitment maybe because employees with high commitment felt more accountable towards their work, they had a workaholic tendency which pushed them to experience more strain and tension. But, at the same time these individuals also experienced more life satisfactions possibly because their commitment levels made them feel more content and fulfilled.

The reason Trust Radius highly corresponded with commitment could be that the trusting employees were more capable of adopting a receptive attitude and establishing honest and rich relationships which we necessary for developing commitment towards Organization. Similarly, compassionate employees displayed empathy and an ability to form strong attachments with their organization.

Intentionality and Creativity were shown to be predictors of Organizational Commitment probably because these two emotional factors allowed employees to be more responsible, flexible and cooperative. Personal Power was another characteristic often found in employees with high commitment, implying that these individuals are highly capable, confident and independent.

Also, we can conclude that higher commitment leads to better performance at work since it also strongly correlated with Optimal Performance indicating that highly committed employees consistently perform at their best.

This research thus allows us to conclude that Emotional Intelligence and Demographic Factors indeed have a strong influence on Organizational Commitment. Moreover, this research also confirms that high commitment leads to high competency and better job performance.

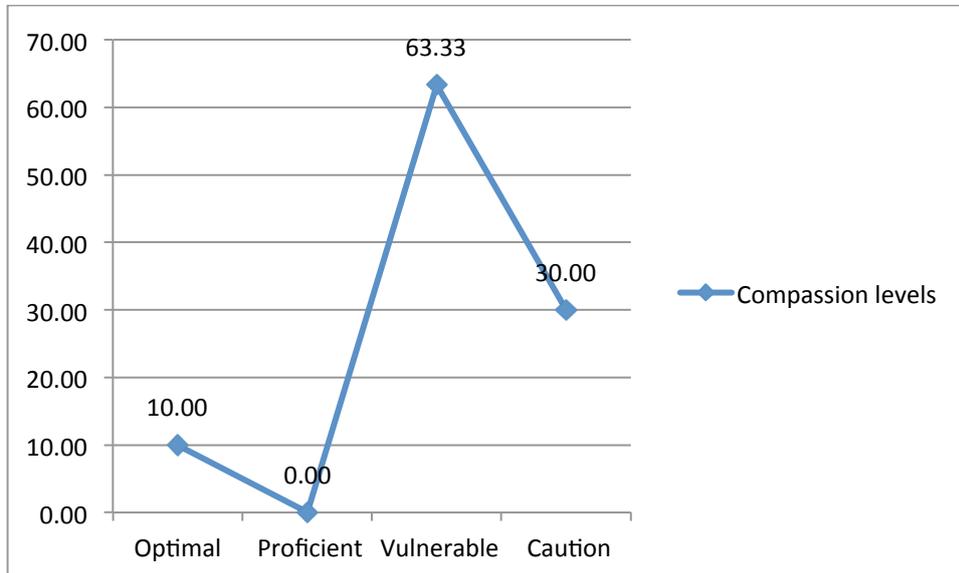
GOING BEYOND ORGANIZATIONAL COMMITMENT

The main focus of this study was organizational commitment, as the purpose was to develop a better understanding of the concept. However, while conducting this research; many results were received connecting emotional factors with demographic factors. These results were almost entirely unrelated to the concept of Organizational Commitment. Hence this section has mainly been written with the purpose of sharing the other results received from the research which had nothing much to do with Organizational Commitment:

The Hospitality Paradox

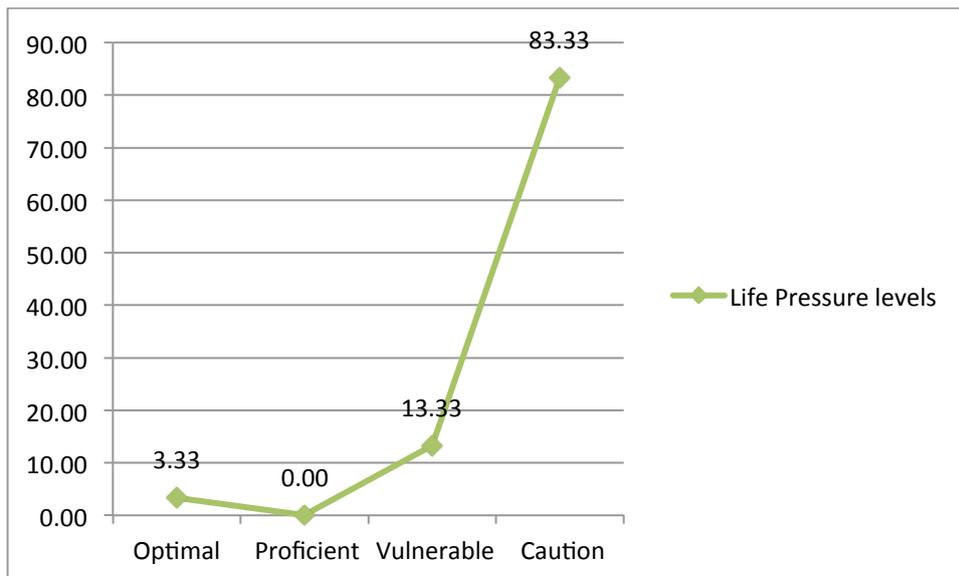
One of the most interesting results received can be referred to as the Hospitality Paradox as it focuses mainly on the Hospitality sector.

According to research, employees from Hospitality sector have scored extremely low in the emotional factor of Compassion.



The above figure charts the compassion levels of the employees. As it can be seen, most employees have scored either a Vulnerable or a Caution in Compassion, and very few have scored an Optimal, whereas none have scored a Proficient. This simply indicates that Hospitality is one of the industrial sectors seriously lacking in Compassion. Such a result is extremely ironical since one would generally expect this sector to be scoring extremely high in the emotional factor of Compassion.

The reason behind such a paradoxical result can also be inferred from results. Results have also shown that the employees of the Hospitality sector experience extremely high pressure.



The above figure charts the Life Pressures experienced by the employees of the Hospitality sector. It is clear from the figure that these subjects are under constant strain stress. The excess stress experienced by the employees is probably the reason why they are also low in Compassion. Finally we can conclude Hospitality as being one of the most cut-throat industries.

CONCLUSIONS

The above research proves that demographic factors can affect an employee's Organizational Commitment. Further, it also shows that emotional factors play a huge role in positively affecting Organizational Commitment and thus can have a huge influence on the working of the company itself. Commitment towards work is not an impersonal or robotic process and its development actually highly depends on various emotional factors. In fact even a company is dependent on the integrated working of the dynamics of all its members and hence may be highly influenced by the emotional intelligence of all its employees. Ultimately, we can confidently conclude that while analyzing commitment of an employee, one must not only take into account external factors such as age, gender, tenure, position in the organization and work experience, but also various internal emotional characteristics of the employee.

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