



Conceptualizing The Mediating Role of Life Satisfaction in Relating Emotional Intelligence And Organizational Commitment in Context of NGOS

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ABSTRACT

The aim of the paper is to conceptualize the indirect relationship between emotional intelligence and organizational commitment through life satisfaction. The conceptual model is developed on the basis of existing theoretical framework and empirical research conducted on emotional intelligence. The model developed include the model comprises of emotional intelligence which affect organizational commitment through life satisfaction in context to family, friends, self, job and living environment. The paper contributes to the human resource management literature. There has been no research that illustrates the emotional intelligence model based on non profit making organizations demonstrating its various consequences. Identifying the impact of emotional intelligence on organizational commitment is important for setting and implementing various programs regarding the development and enhancement of life satisfaction of the employee's working with nonprofit making objective. Beside this, emotional intelligence also helps to uplift the commitment of the employees working in the organization for a longer tenure. Being conceptual in nature, the major limitation is the lack of empirical data to test the model. Hence there is a need to conduct an empirical research in future.

KEYWORDS

Emotional intelligence, Organisational Commitment and life satisfaction

Introduction

In India, non government organizations are trying to facilitate the various disadvantaged people of the society such as poor women and children by sensitizing, systematizing and assembling them to chase their own upliftment and to avail the benefits from their basic rights. All these conducts engage the process of education, organization, great efforts and reform. Furthermore, this process is entirely carried out by the associates working with these organizations. Therefore, overall efficiency of the NGOs that are operating in India depends upon the commitment of their employees toward their organizational job. The ongoing changes that are taking place in the world have placed the education institutions governed by NGOs in great strains because of the increasing demands for accessibility and decreasing resources along with the demands for accountability. Consequently, there originates a need for such organizations to enhance their receptiveness towards the needs of such underprivileged group of people, communal goals and objective, though there is a great pressure from the external and internal environments where these organizations are operating. Moreover, the reason behind the recurrent collapse of an organization is the lack of commitment toward their organization and motivation among employees (Devos, 2002).

The relevance of emotional intelligence is increasing in organizational development and developing people because emotional intelligence principles provide a new way to understand and assess people behaviors, management styles, attitudes, interpersonal skills, and potential. Emotional Intelligence is an important consideration in human resources planning, job profiling, recruitment, interviewing, selecting, management development and relational management. Individuals who score higher in their ability of perceiving accurately, understanding, and appraising others emotions are better able to respond flexibly to the changes in their social environment and to build supportive social networks (Salovey et al., 1999). Social and emotional abilities were found to be four times more important than intellectual quality in determining professional success and prestige (Feist & Barron, 1996). In this regard, Goleman (1995) suggested that successful life outcomes are more a function of emotional rather than cognitive intelligence. The emotional intelligence concept provides a psychometric framework for the intuitive and appealing idea that people differ in their emotional skills and these differences relate to the real life outcomes such as career and relationship success.

Emotional intelligence accounts for individual differences in life satisfaction whereas positive affect strongest predicts life satisfaction. One of the components of emotional intelligence, i.e., emotional clarity, add a statistically significant increase in the prediction of life satisfaction over and above both positive and negative affect (Palmer, Donaldson, and Stough 2002). Also, (Extremera and Berrocal, 2005) states that individuals who are less depressive and neurotic and know clearly what they are feeling tend to have higher life satisfaction. Law et al. (2008) confirms that emotional intelligence is a four dimensional construct and views emotional intelligence as an overall measure of a set of interrelated abilities. Further, he states that emotional intelligence positively and significantly leads to life satisfaction. Thus, the extant literature on emotional intelligence conducted across the globe has identified its relation with various other contributory factors for the employee's welfare. Beside this, researchers have also realized the need to have more research on emotional intelligence. The review of all the relevant literature indicates little research on the mediating role of life satisfaction in between emotional intelligence and organizational commitment. The review of the existing literature reveals that very little research is conducted to examine the integrated model of emotional intelligence, life satisfaction and organizational commitment. Hence present conceptual study is undertaken to achieve the following research objectives:

1. To examine the direct influence of emotional intelligence on life satisfaction and organizational commitment.
2. To examine the mediating role of life satisfaction on emotional intelligence and organizational commitment link.

Review of literature

Proposed model of the study

The proposed model includes four latent constructs with emotional intelligence placed as the central construct. It incorporates six dimensions of emotional intelligence construct which comprises of emotional perception in self, emotional perception in others, understanding of emotions, use of emotions, managing emotions in self, managing emotions in others and three other constructs that include life satisfaction and organizational commitment (see fig 1). Several theoretical bases are considered for designing the model of the study.

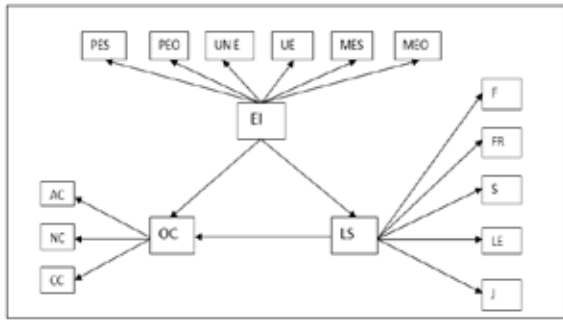


Figure 1: The Proposed Model

Note: EI- Emotional intelligence, OC- Organizational Commitment, LS- Life Satisfaction, AC- Affective Commitment, NC- Normative commitment, CC- Continuous Commitment, F- Family, FR- Friends, S-Self, LE-Living Environment, J- Job.

Relationship between EI, OC and LS

Emotional intelligence theoretically leads to several important life criteria that ability measures are expected to predict, which include variables such as psychological well being, life satisfaction, empathy, quality of interpersonal relationships, success in occupations that involve considerable reasoning with emotions, e.g., leadership and psychotherapy, scholastic and academic success (Mayer, Salovey, & Caruso, 2000). Life satisfaction refers to a cognitive evaluation or judgement of one's overall life (Diener et al., 1985). Studies have shown the impact of emotional intelligence on organisational commitment. Vries and Miller (1984) illustrated that organisational success and failure can be determined by the emotional tone set by the executive or presumed leader of an enterprise. Therefore, EI can be conceptualised as collateral for developing organisational commitment within organisations. Organisational commitment is defined as the psychological state or mindset that ties an employee to the organization. Organisational commitment comprises the strongest emotional component and includes general interests, principles, values, and goals (Tsai, Tsai, & Wang, 2011). Emotional intelligence has a meaningful relationship with job outcomes such as job satisfaction and organisational commitment i.e., employees who cannot appraise and regulate their emotions, as Abraham (1999) pointed out as having less organisational commitment. Also, individuals with high emotional intelligence are more committed to their organisations (Nikolaou & Tsousis, 2002) and have high performance at work. He has shown a strong relationship between some components of emotional intelligence and organisational commitment and revealed that the use of emotions in emotional intelligence has strong links with organisational commitment in spite of the weak and average links between the control of emotions and understanding emotions with organisational commitment. A person's well being is studied in its relationship to various situations in many aspects of life. The domains of life refer to concrete areas where a person functions as a human being. People who feel satisfied with life evaluate their lives both for the shorter and the longer periods.

P1: Organizational commitment is positively influenced by emotional intelligence.

P2: Life satisfaction mediates the relationship between emotional intelligence and organizational commitment.

Implications

The study conceptualises emotional intelligence to be comprising of six dimensions i.e, perceiving emotions in self, perceiving emotions in others, understanding of emotions, use of emotions, managing emotions in self and managing emotions in others. It is an effective tool to increase organizational productivity and has a positive impact on life satisfaction; it can be improved by bringing positivity in life. Employees should live in present, be appreciative of what they have and

should stop drawing comparison with others. Focus should be on what they love about self or what they are good at and to build on that for a longer period. They should make distinctions between day-to-day goals and long-term goals and prioritise them as they seem necessary. Further, continuous training to the employees can help them to deliver high standard services and to feel valued. NGOs require attracting the right people for the right position in a constantly developing environment and clear selection criteria must be followed by them. NGOs should take benefit of the tools like psychometric testing at the time of selection of employees. This can help their managers in introducing the right individuals for the appropriate positions. Further, according to a non profit sector survey in Australia, most non profit organisations were found to be under confident to meet service demands and to attract employees for the future, In general, the workforce being employed for the human services such as the employees working for various NGOs can be differentiated from the employees working with the private and public sectors entities because of their unselfish behaviour. However, the employees working in NGOs usually remain in strain as they have a very high demanding work to perform, they are basically the under-funded units and employees are poorly paid for their work. Employees can implement initiatives by showing readiness to act upon the opportunities available without being told. This will lead to higher organisational commitment. To intensify the organisational commitment they can also try to find out solution of problems and helping their co-workers in developing their skills. Strong organizational commitment leads to higher level of motivation.

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