



Emotional Intelligence and Demographic Factors Predicting Organisational Commitment Among the Hotel Industry Workers

Dr V. VELMURUGAN

Biological Science Department, Faculty of Science, King Abdulaziz University, Jeddah, Saudi Arabia

ABSTRACT

Organizational commitment means individuals' loyalty towards their organization, which is mainly influenced by Individuals' personal characteristics and their emotional intelligence. Emotional intelligence refers the ability to perceive, express and regulate emotion in the self. The researchers conducted the study, to explore the influence of demographic factors of workers in Hotel Industry and their emotional intelligence on organisational commitment at Trichy Town, 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 Organisational commitment. This study suggests to the Hotel industry to establish the suitable working condition in order to improve the organizational commitment among the workers.

KEYWORDS

Demographic factors, Emotional Intelligence, Organisational 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. Such that Mayer *et al.* (2000) also defined for 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. Whereas, Hotel is a place for boarding and lodging; a place for the entertainment of travelers, 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, system redesigning. Any developmental activity precedes with the changes, changes in the environment force the employees to adapt the new climate, in general which develops the employees' ambivalence, shock and negative attitudes. It results the changes in the employees emotions and commitments towards their job in the organization. Many researchers (Morrow, 1993; Meyer and Allen 1997; Adebayo, 2006) have experienced and pointed out about it.

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

REVIEW OF LITERATURE

Organisational commitment has been extensively researched and different researchers have identified its antecedents and outcomes. Relating to commitment with turnover Steers (1977) conducted a comprehensive study developing a model to find out antecedents and outcomes of organisational com-

mitment. Antecedents of organisational 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) saw organisational 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) suggested that employees who exhibit high organisational commitment are happier at their work, spent less time away from their jobs and are less likely to the organization.

Demographic factors such as age, gender, marital status, education level and work experience have been found to be significantly related to organisational commitment (DoodaMcCue and Wright, 1996; Mannheim *et al.*, 1997; Morrow, 1993; Wiedmer, 2006). In regards to gender, Matheiu and Zajac (1990) 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). Likewise research finds 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 predicted 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 (Prati, 2003; Law *et al.*, 2004). Understanding and regulation of one's emotions as well as understanding other's 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 organisational 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 was positively correlated with organisational commitment of some workers (Nikolaou and Tsousis, 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 was also reported that the organizational commitment of the supervisors in Hotel industry are mainly influenced by their emotional intelligence (Velmurugan and Syed Zafar, 2010).

Thus organisational commitment continues to be an important area for research in human resource management and the present study is an attempt to find out the significance of demographic factors, emotional intelligence predicting organisational commitment of workers in hotel industry.

OBJECTIVE OF THE STUDY

Objective of this study is to investigate the relationship of some demographic factors (age, gender, marital status, designation, income and experience) and emotional intelligence on organizational commitment of some Hotel Industry workers.

METHODOLOGY

The aim of the study is to investigate the correlations of demographic factors, emotional intelligence on organizational commitment. This study adopted an ex-post facto survey research design where questionnaire instruments were used to collect data from the respondents on the studied variables. The respondents are workers in 3 star hotels at Trichy town, Tamil Nadu state India. A sample of 60 workers were issued pre-tested questionnaire on drop-off and pick-up method from the hotel industry, 50 were usable out of 60.

Questionnaire

Biographical Information Sheet:

The biographical data information sheet was used to collect information on the participants' gender (male or female), marital status (married or single), experience (number of years in present job), age in years.

Organisational commitment:

Organisational commitment was measured by means of the organisational commitment questionnaire (OCQ) by Mowday, Steers and Porter (1979). OCQ contains 15 items that measured the employee's level of identification with their organization. The respondent indicate the extent to which each item reflect their commitment to their organization on a 5 – point likert type scale ranging from 1 = strongly disagree to 5= strongly agree. Higher score indicate more commitment to the organization. The internal consistency reliability of OCQ by Cronbach's alpha= 0.86.

Emotional Intelligence

Emotional intelligence was measured by with the Self Report Emotional Intelligence Test (SREIT) by Schutte, Maloff, Hall, Haggerty, Cooper, Golden and Dornheim (1998). SREIT is a 33 item self reported measure. It has 4 sub scales that adopt a five- point likert type scale ranging from 1= strongly disagree to 5= strongly agree. The internal consistency reliabilities of 4 sub scales range from 0.78 to 0.85.

Table 1 . Correlations on organisational commitment by demographic factors and emotional intelligence

Variables	organisational commitment
Age	0.397**
Gender	0.281*
marital status	0.491*
Designation	0.244 (NS)
Income	0.202 (NS)
Experience	0.290*
Emotional Intelligence	0.963*

* - Significant at the 0.05 level

** - Significant at the 0.01 level

NS – Not significant

RESULTS

From the above Table, it is found that variables viz., age, gender, experience, marital status and Emotional intelligence have a significant positive correlation with organisational commitment

(Table 1). No significant correlation was found between organizational commitment and variables viz., income and designation. Demographic factors (age, gender, experience and marital status), Emotional intelligence are positively correlated, which means higher the emotional intelligence and demographic factors, higher the organisational commitment.

DISCUSSION

The results from this study indicated that the demographic factors viz., age, gender, experience and marital status significantly predicted organizational commitment except income and designation. These results are in line with number of previous research works that found workers who are older and married have more commitment to their organizations than the younger and single workers (Dodd-McCue and Wright, 1996). An explanation for marital status stated by Bowen et al.(1994) that married workers rather than single workers have more family responsibilities to cater for that require financial support and as such they are more committed to their organization. Age and experience are significant predictors of organizational commitment may be because the longer the workers stay with an organization the older they are the more time they have to evaluate their relationship within the organization. Matheiu and Zajac (1990) 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).

There are several research reports stating that emotional intelligence was positively correlated with organisational commitment of some workers (Carmeli, 2003 and Rozell *et al.*, 2004). It is expected that workers having high emotional intelligence will also be highly committed to their organizations. The reason for this finding is that emotionally intelligent workers could display cooperation, creativity and good interpersonal relations. They can also perceive, express and regulate emotions which could affect their attitude towards their colleagues, bosses, jobs and their commitment to their organizations. This is in line with the work of Samuel (2008).

CONCLUSION

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

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