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Role of Emotional Intelligence on Organizational Commitment: The moderating role of Transformational Leadership

Abstract

Leaders worldwide are constantly struggling to balance competing demands on the organization. On one hand they endeavour to achieve the subjective outcomes such as employee morale, aspirations, attitudes, motivation, while on the other, they strive to achieve objective outcomes such as productivity, profitability, efficiency etc. Four sectors (Information Technology, Manufacturing, Finance and Public Sector Undertaking) identified as being instrumental for transformative change in India were chosen for this study. The objective of the study was to explore the role of trait emotional intelligence on the perception of leadership and commitment level within the subordinates. Data was collected through convenient sampling from dyadic sources of 187 bosses and 301 subordinates. Instruments used for collecting data were Emotional Intelligence Scale (Shankar & Sayeed, 2006), Multifactor leadership questionnaire (Bass & Avolio, 1993) and Organizational Commitment (Allen & Meyer, 1990). These instruments were reliable and valid. The theoretical model was empirically tested and the results indicate that transformational leadership moderated the relationship between emotional intelligence and commitment however the nature of the relationship is complex and need to be interpreted from cultural context.

Role of Emotional Intelligence on Organizational Commitment: The moderating role of Transformational Leadership

Introduction

India is at the centre stage of world economy. As the fastest growing major economy in the world, it will be recognized as the top three economic powers of the world in a decade. In year 2017-2018, the gross domestic product (GDP) was 6.6 percent and it is likely to reach 7 percent by the year 2018-2019. According to NASSCOM (The National Association of Software and Services Companies) report, with more than 4700 plus technology start-ups and nearly 1400 new start-ups, it continues to be the third largest start-up base in the world. According to the report of ASSOCHAM (The Associated Chambers of Commerce and Industry of India) based on rate of population growth, increased labour force participation, and higher education enrolment, labour is likely to exceed 160 million by 2020. As per report by the Reserve Bank of India (RBI), the foreign exchange reserves were US$ 393.29 billion during December, 2018. Four sectors (Manufacturing, Information Technology (IT), Finance and Public Sector Undertaking) will play an instrumental role in growth dynamics of India. The manufacturing companies are under increasing pressure of sophisticated markets, changing customer preferences and global competition. The market for products is becoming increasingly international (Dangayach, & Deshmukh, 2003). There is government impetus through the National Manufacturing Policy ("Make in India will revive manufacturing sector, growth", 2014) to achieve a target of 25% of the India's Gross Domestic Product as per the report India Manufacturing Barometer 2014: Turning the corner (Federation of Indian Chambers of Commerce and Industry (FICCI), n.d). The industry is confronted with labour turbulence, absenteeism, insubordination, strikes, trouble with shop-floor operations, loss of production, sabotage of machinery, workplace violence and threat to life (Das, 2014).

This sector has conveniently followed an opportunistic approach to growth, but there is a need to adopt a capability driven approach (Dangayach, & Deshmukh, 2003). The growth of this sector is sluggish and leaders are struggling to elicit commitment of their employees. A report on Sector Profile: Information Technology (IT) (Federation of Indian Chambers of Commerce and Industry, n.d), indicates that IT sector has demonstrated phenomenal growth despite decelerated demands since September 2008 crisis (Mitra, 2009) and retained leadership position with over 55% of the total global sourcing market (excluding engineering services and Research & Development) in 2013. A report Positive Outlook for IT-BPM industry in FY 2014 (National Association of Software and Services Companies, n.d) suggests that this is higher as compared to 52% in 2012. The IT sector needs to shed its image of low cost commodity supplier of cheap labour and become a value added differentiator (Dubey, 2012). The sector faces problems with regards to voluntary attrition, reluctance to make a transition from technical to management positions, lack of managerial skills and difficulties with teamwork, work preferences and work-family balance conflicts amongst its software professionals (Agrawal, & Thite, 2003). The work context is characterised by a sense of urgency, excessive overload of data, need for a 24x7 availability of personnel, and overburdened employees experiencing work-life conflict (Goswami, 2014). The leaders have to manage competing demands and internal conflicts to sustain work momentum for transformative growth. India has a diversified financial sector which is undergoing rapid expansion, both in terms of strong growth of existing financial services firms and new entities entering the market. The sector comprises of commercial banks, insurance companies, non-banking financial companies, co-operatives, pension funds, mutual funds and other smaller financial entities. The banking regulator has allowed new entities such as payments banks to be created recently thereby adding to the types of entities operating in the sector. However, the financial sector in India is predominantly a banking

sector with commercial banks accounting for more than 64 per cent of the total assets held by the financial system. The financial services sector has been an important contributor to the country gross domestic product (GDP) accounting for nearly 6 per cent share in 2014-15. The Government of India has introduced several reforms to liberalize, regulate and enhance this industry. With a combined push by both government and private sector, India is undoubtedly one of the world's most vibrant capital markets (India Brand Quity Foundation, 2016). Today's banks are facing the challenges of tightening budgets and a continuous demand to reduce cost while handling the constant stream of new regulations. They are under immense pressure to meet the increasingly complex demands of the real-time, digital customer. The banking industry has transformed rapidly in the last ten years, shifting from transactional and customer service oriented to an increasingly aggressive environment, where competition for revenue is on top priority. The financial sector is not simply caught up with challenges within the organization but also churned in conflict due to regulatory bodies and the government which imposes dynamic change and competing demands which are context specific. Hence leaders need to manage demoralized workforce to spearhead growth. In India, the major consideration for the setting up of PSUs was to accelerate the growth of core sectors of the economy; to serve the equipment needs of strategically important sectors, and to generate employment and income. Various PSUs have been awarded additional financial autonomy to compete in the global market to drive growth however some problems and short comings of PSUs are as follows: (1) Heavy losses (2) Influence of political factors (3) Work delays (4) Over-capitalisation (5) Pricing policy (6) Use of Manpower Resources (7) Control over employees (8) Inefficient Management (9) Higher capital intensity leading to lower-employment generation (10) Capacity utilisation (Chand, n.d). There are also other issues such as underutilization of capacity, unprofessional personnel practices , appointment of a politician as a part time chair person, low calibre of senior executives, wrong product mix

which saddles the PSU with unsold stock, poor infra-structural linkages among various sectors such as power, coal, steel, cement etc, and obsolete technology (Public Administration, 2012). These sectors are constantly under the media scanner and attract a lot of attention. This review suggests that all the four sectors have unique sector specific issues, and leaders are confronted with competing demands from various stakeholders from within as well as from outside the organization. During an era of economic downturn, the role of the leader is not just to watch out for the bottom line, but also to manage the human component, which cannot function in an emotional vacuum. There is a frequent interplay of negative emotions such as frustration, irritation, even anger—and they are dysfunctional for the overall performance. Embedded in this emotional context is the challenge of managing contradicting views and expectations of influential stakeholders. Leaders today have to go beyond thinking of organizations as purely rational and economic entities and built emotional skills and competencies in repertoire. These issues of the real world provide sufficient context and urgency to conduct research in area of Emotional Intelligence, Leadership, and commitment.

Literature Review

The Concept of Emotional Intelligence

Intelligence was theorized to have three facets, pertaining to the ability to understand and manage ideas (abstract intelligence), concrete objects (mechanical intelligence) and people (social intelligence) (Thorndike, 1920). Carl Jung (1921) suggested that some people used a feeling function to understand the world: thinking with their hearts. Emotions were suggested important in intellectual functioning by Thorndike (1921), followed by Guilford (1956), and later, by Gardner (1983). Life tasks and constructive thinking are laden with affective information and people are differentially able in processing such information (Cantor, Norem, Niedenthal, Langston, & Brower, 1987; Eptein, 1984). This paved the way for research on the role of emotions in intelligence. The term Emotional Intelligence (EI)

emerged into mainstream academic literature in 1990s (Mayer, DiPaolo, & Salovey, 1990; Salovey & Mayer, 1990) from the research of role of affect on cognition. Before the 1990 article, reference to this concept was sporadic and inconsistent. The term was used by a literary critic (Van Ghent, 1953), subsequently in an article on motherhood (Leuner, 1966) and later in a dissertation by Payne (1986), who argued that "the mass suppression of emotion throughout the civilized world has stifled our growth emotionally." The concept of emotional literacy was proposed and it was suggested that emotional awareness could improve a person's well-being (Steiner, 1984; Steiner, 1986, 2003; Steiner & Perry, 1997). A general model of emotional competence was proposed for tracking its development in children (Saarni, 1997, 1999). In the intelligence tradition, Gardner (1993) proposed an intrapersonal intelligence that was especially focused on the awareness of feelings. Since them, emerging literature indicates that the construct have been labelled with disparate terminology, such as emotional intelligence (Goleman, 1995; Salovey & Mayer, 1990), emotional literacy (Cooper & Sawaf, 1997), emotional quotient (Cooper, 1996), and personal intelligences (Gardner, 1983).

Currently there are three predominant models. The first model considers EI as a trait which has a psychological basis of well-being and person's capacity to cope with pressure and daily hassles (Bar-On, 1997). The second model proposes EI as an acquired competency or a potential to master range of competencies and how these might translate into success in the workplace (Goleman, 1995). The third model proposes EI as an intellectual capability and unique intelligence comprising of measurable abilities in four areas of performance. These are the abilities to accurately perceive emotions, use emotions to facilitate thought, understand complex emotions and transitions between stages of emotions, and integrate data and emotions to devise effective problem solving strategies. This model views emotions as

working with thinking rather than working in opposition to it (Mayer, Salovey, Caruso, & Sitarenios, 2003).

There has been some noteworthy research to explore the significance of emotional intelligence at workplace. However, claims of role of EI on work success and well-being are exaggerated and misleading due to over-reliance in the literature on expert opinion, anecdote, case studies, and unpublished proprietary surveys (Zeidner, Matthews, & Roberts, 2004). There are serious concerns for all of the EI measures, ranging from scoring concerns for ability-based EI measures to discriminant validity concerns for self-report EI measures (Conte, 2005). The academic literature has identified that there is an urgent need to validate EI and related outcomes in different cultural frameworks to establish the universality and ascertain cultural moderators of the phenomena under investigation (Sadri, Weber, & Gentry, 2011). Critics argue that the claims of relationship between EI and leadership outcomes are hyperbolic (Lindebaum, 2009). They urge research using multiple rating sources (Harms & Crede, 2010). There are several scales to measure Emotional Intelligence. They are Emotional Competence Inventory (Boyatzis, Goleman, & Rhee, 2000), EQ Map (Cooper, 1996), MSCEIT (Mayer, 2002), Bar-On's EQ-I (Bar-On, 1997), Schutte's EI scale (Schutte, Malouff, Hall, Haggerty, Cooper, Golden, & Dornheim, 1998),   Trait Meta-Mood Scale (Salovey, Mayer, Goldman, Turvey, & Palfai, 1995) and Emotional Intelligence Scale (Shanker & Sayeed, 2006).

Transformational and Transactional Leadership

The Transformational and Transactional leadership theory were proposed by Bass (1985, 1996); Bennis and Nanus (1985), Burns (1978), Sashkin (1988), and Tichy and Devanna (1986, 1990). Transformational leader engages with others in such a way that the leader and the follower raise one another to a higher level of motivation and morality (Burns, 1978). He or she is described as someone who (1) enable the subordinates to recognize matters of

significance, (2) arouse higher order needs and (3) inspire them to work self lessly for the group and the organization (Bass, 1985:29). They transform subordinates into leaders (Bass & Avolio, 1990, 1993, 1994).

Transformational leadership consists of four components. 1. Idealized influence can be defined as serving as a charismatic role model to followers and "charisma," is a notable exemplar component often involving unconventional behavior. 2. Inspirational motivation involves inspiring the subordinates by an eloquent, vivid and appealing vision. 3. Intellectual stimulation involves arousing follower's imagination by prodding into their beliefs and assumptions and challenging the status quo 4. Individual consideration involves nurturing and fostering needs of the followers. The sole objective is to enhance growth of the follower (Bass, 1995, 1998).

Transactional leadership comprises of four dimensions. These dimensions have been calibrated along the varying degrees of leader activity and involvement. Contingent reward is defined as providing an adequate exchange of valued resources for follower's support. Contingent reward is the most active form of transactional leadership but is less active than transformational leadership, because one can engage in contingent reward without ever being closely engaged with followers (e.g., implementing a pay for performance plan). Management by exception—active involves monitoring performance and taking corrective action. In this manner of leadership, the leader actively monitors performance and anticipates deviations from standards. Management by exception—passive means intervening only when problems become serious (Bass, 1985). Both active and passive management by exception involve enforcing rules to avoid mistakes (Bass, 1997). They maintain the process of transacting and preserve the leader's attentional resources for those transactions that require the leader's attention. Laissez-faire is non-leadership; it is defined as avoiding leadership

duties and responsibilities. Laissez-faire is the failure of both transformational and transactional leadership.

However, because the full-range-of-leadership model (Bass, 1998) views all transactional leadership as less active, it makes sense that laissez-faire is the best exemplar of inactive (and thus transactional) leadership. The transformational leader is more about emotional exchange while a transactional leader is more about monetary exchange.

The nomological network for Transformational leadership is garnering support. Some of the studies for antecedents of transformational leadership have been in area of Personality (Judge & Bono, 2000; Bono & Judge, 2004; De Hoogh, Hartog & Koopman, 2005), Gender (Yammarino, Dubinsky, Comer & Jolson, 1997; Eagley, Johannesen-Schmidt & van Engen, 2003), individual differences (Chan & Drasgow, 2001), emotion regulation (Rubin, Munz & Bommer, 2005), motivation (Barbuto, 2005), self efficacy (Fitzgerald & Schutte, 2010), organizational structure (Wright & Pandey, 2009), wisdom (McKenna, Rooney & Boal, 2009) etc. The consequences have been studied in area of justice, trust and attitudes (Pillai, Schriesheim & Williams, 1999), empowerment and dependency (Kark, Shamir & Chen, 2003), unit performance (Bass, Avolio, Jung & Berson, 2003), sales and revenue (Grant, 2012), value congruence (Krishnan, 2002), human capital benefits (Birasnav, Rangnekar & Dalpati, 2011), creativity and innovation (Gumusluoglu & Ilsev, 2009), followers influence strategies (Krishnan, 2004), ethical preferences (Banerji & Krishnan, 2000) and Long-Term Service Relationships (Liao & Chuang, 2007).

While these theories make important contribution in understanding leadership processes, they also have conceptual weaknesses such as a concept which is vague, lack of sufficient clarity in the underlying processes, focus on dyadic processes and prejudice towards gallant view of leadership (Beyer, 1999; Bryman, 1993; Yukl, 2006).

Scales available for measuring transformational leadership, the Multifactor Leadership Questionnaire (MLQ) (Bass & Avolio, 1995) is the most widely used. A culture-specific transformational leadership scale also exits for the United Kingdom's public sector units (Alimo-Metcalf & Alban-Metcalf, 2001). An instrument was developed to identify leadership charisma and vision in Singapore (Hwang, Khatri, & Srinivas, 2005). Indian Transformational Leadership scale was developed using grounded theory approach to measure transformational leadership in India (Singh & Krishnan, 2007). The psychometric property of MLQ has been tested and critiqued (Den Hartog, Van Muijen & Koopman, 1997; Tejeda, Scandura & Pillai, 2001).

There is need to understand what predicts transformational behaviours (Avolio, Walumbwa, & Weber, 2009). Very few have researched on the underlying psychological processes, mechanisms, and conditions through which charismatic and transformational leaders motivate followers to higher levels of motivation and performance (Kark & Van Dijk, 2007).

Organizational Commitment

Organizational commitment is a multi-faceted concept which is defined in terms of emotional, obligatory and transactional / monetary links between an organization and an employee. Commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity (Becker, 1960). Commitment is the sum total of the advantages of being associated with an organization and the loss incurred if one were to leave the same. It is the attachment of an individual's fund of affectivity and emotion to the group (Kanter, 1968). A committed employee actualizes individual aspiration through ownership of organization goals (Hall, Schneider, & Nygren, 1970) and embodies an identity indivisible from that of the organization (Sheldon, 1971). The fundamental aspect of commitment is therefore alignment of employee behaviours to that of organizational imperatives.

The role and the goals of the organization may be deeply ingrained in an employee at an emotional level such that he develops emotional ties with the organization without any selfish instrumental motive (Buchanan, 1974). Commitment behaviours are socially endorsed and transcend formal and/or normative expectations relevant to the object of commitment (Wiener & Gechman, 1977). A committed employee feel it is ethically correct to remain a member of an organization irrespective of grade revision or pleasure the organization gives him or her over the years (Marsh & Mannari, 1977). A committed employee enthusiastically identifies and involves in achieving the organizational imperatives (Mowday, Porter, & Steers, 1982, pp.27). It is the totality of internalized normative pressures to act in a way which meets organizational goals and interests (Wiener, 1982).

The academic literature clearly delineates between attitudinal commitment and behavioural commitment (Mowday, Porter, & Steers, 1982; Reichers, 1985; Salancik, 1977; Scholl, 1981; Staw, 1977). Attitudinal commitment attempts to explain the mechanism by which people reflect on their relationship with their organization and behavioural commitment relates to the process by which individuals become trapped into a certain organization and how they deal with this problem (Moyday et al., 1982).

Various studies of antecedents such as organizational characteristics, person characteristics, work experiences, work-life conflict encompassing themes of fairness, supportiveness, competence, expectations, person-job fit, and consequences such as absenteeism, attrition, performance etc. of commitment has been reviewed . A committed employee remains with the organization through thick and thin, is conscientious about work, clocks in a full day, protects company assets and shares company goal (Meyer & Allen, 1997).

Reviewing the extant literature, it is understood that commitment is a powerful mental and emotional state that portrays an employee's affiliation with an organization and is strong force that drives decision to continue membership in the organization. To acknowledge these

differences, a Three Component Model (TCM) of commitment was conceptualized with Affective, Normative and Continuance as its sub-factors (Meyer & Allen, 1991). The first is Affective Commitment which refers to the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to do so. The second is Continuance Commitment which refers to the awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so. Lastly, the third type is Normative Commitment which suggests a feeling of responsibility or a compulsion to continue employment. Enhanced levels of normative commitment suggest that employees believe they must continue to work in the organization.

There is a need to study organizational commitment (OC) amongst employees sampled from a wide variety of organizations to adequately test relationships between OC and organizational structural characteristics, career enhancement opportunities, union commitment relationships, and so forth (Mathieu & Zajac, 1990).

Various instruments have been developed to measure organizational commitment They are four-item scale (Grusky, 1966), 15-item scale (Mowday, Steers, & Porter, 1979), a 15-item scale (Ritzer & Trice, 1969), four-item scale (Hrebiniak & Alutto, 1972), and a 24-item scale (Meyer & Allen, 1991).

Emotional Intelligence and Transformational & Transactional Leadership

The current work context is riddled with ambiguities and hence cannot operate in an emotional vacuum. Transformational leaders can elicit extraordinary efforts even from disheartened workforce amidst business dynamism, downsizing and re-engineering (Burns, 1978; House, 1977; Bass, 1985). The exceptional motivation and psychological involvement cannot happen without an emotional bond (Ashforth & Humphrey, 1995). Leadership is

often emotionally laden and stimulating, both for leader and the follower (Yammarino & Dubinsky, 1994). Thus, leaders need to balance emotionality and rationality (Bass, 1999). Transformational leaders are ever responsive to feelings (George, 2000). They can monitor and manage emotions in themselves as well as in others (Palmer, Walls, Burgess & Stough, 2001), are socially adept (Sivanathan & Fekken, 2002), generate affective links with their followers (Antonakis, 2004) and emotionally impact their subordinates (Polychroniou, 2009). They encourage joy, pride, admiration, and enthusiasm in their followers and suppress negative emotions (Rowold & Rohmann, 2009). Leaders personalized attention impacts subordinate's emotional well-being (Gumusluoglu & Ilsev, 2009).

The transformational leadership shares an emotional bond while a transactional leader defines a monetary exchange with subordinates. The above literature presupposes and overly relies on existence of personal characteristic which are emotional in nature. Hence, the argument about the role of Emotional Intelligence on Transformational Leadership behaviour is profoundly biased. Researchers must be cognizant of the fact that Transformational leadership behaviours conceptualized by Bass (1985) and Burns (1978) are not universally salient.

Qualitative research methods were suggested to capture specific behaviours displayed by the leader that tap into their inner being and resonate emotionally and cognitively (Conger, 1999). Many writers have expressed concern along cultural lines about the generalizability of findings using the MLQ (Hunt & Conger, 1999; Hunt & Peterson, 1997; Triandis, 2002). Moreover, Barling, Weber, and Kelloway (1996) demonstrated that some transformational leadership behaviours can be trained. Leader behaviours tend to predict more variance across a variety of effectiveness criteria than do leader traits. Thus, while having certain traits may predispose individuals to certain behaviours, behaviours are the more important predictor of leadership effectiveness (Derue, Nahrgang, Wellman, & Humphrey, 2011). The academic

literature makes a compelling case that Trait Emotional Intelligence may be predictive of transformational leadership behaviour as compared to transactional leadership however the nature of the relationship may have unique nuances across different cultures.

2.11 Emotional Intelligence and Organizational Commitment

Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization (Allen, & Meyer, 1990). It is unclear how humans develop affective bonds with an organization however the following review suggests that leaders are instrumental in enabling emotional attachment to the organization.

Abraham (1999) found that emotional intelligence is positively correlated to organizational commitment. Positive emotions (as opposed to negative emotions) are linked to positive behaviours such as creativity, coping with adversity, commitment, satisfaction, stress, motivation, and performance (Erez & Isen, 2002; Fredrickson, 1998, 2000, 2001; Fredrickson & Levenson, 1998; Fredrickson & Joiner, 2002; Isen, Daubman, & Nowicki, 1987). Emotionally intelligent individuals are able to control disruptive emotions and can channelize them in a constructive manner to overcome discontent. They have clear commitment to their career and develop robust affective ties with their organization (Carmelli, 2003). It was also found that happy employees are more committed employees, suggesting that taking care of happiness also has benefits for a business (Money, Hillenbrand & Da Camara, 2009). Leaders were perceived as role models if they gave empathetic feedback and guided employees in rewarding ways (Yunus & Anuar, 2012). Lack of empathy and non- nurturing leaders can estrange committed employees and put at risk the company's chances on proper succession and long term security (Holt & Marques, 2012). Determination was found to be the only positive affective antecedent of organizational commitment across groups leading to experience of interest, activity, inspiration, and pride in their organization. Frequently experienced guilt increases the bonding to organization and its occurrence in an organization

increases the stickiness of employees to the organization. The chaotic emotion such as fear and upset negatively effects organizational commitment (Li, Ahlstrom & Ashkanasy, 2010). Feelings of being envied by others can be associated with increased felt responsibility and obligation, as well as greater commitment to sharing one's expertise, knowledge, and resources within the organization (Tai, Narayanan, & McAllister, 2012). Recruiting people with ability to control their feelings and recognize others' feelings will increase employees' ability to adopt at workplace and facilitate proper work relationship leading to improved efficiency, job performance and attitudes (Shooshtarian, Ameli, & Aminilari, 2013).

The review indicates that if leaders are emotionally intelligent, they will be acutely aware and sensitive to emotional cues in their subordinates and hence respond in an appropriate manner. They will be able to create a favorable emotional climate within organization which fosters positive attitudes. Lastly, they will be better equipped to boldly explore an array of emotions in themselves as well as their subordinates and regulate them so as to elicit positive work place outcomes. Empathetic leaders' strengthened relationships and build positive attitudes (Clarke, 2010). Emotionally regulated leaders help stabilize organization (Farahani, Taghadosi & Behboudi, 2011). Thus, leaders develop strong emotional bonds with their subordinates. Since leaders epitomize the face of the organization, these bonds get unconditionally extended to whatever the leader symbolize. They play a significant intermediary role in forging strong affective links between employees and the organization. These bonds help employees develop identities larger that their self and invoke an ownership of organizational goals.

Operational Definition

The operational definitions of the concepts under study were as follows:

Emotional Intelligence and its components

Emotionality and Impulsiveness (E_EI): It is exploding into anger without any control over it.

Self Acceptance (E_SA): It is the positive self concept seen in acceptance of self inspite of weakness and shortcomings.

Problem Solving Orientation (E_PSF): It suggests a planning orientation, ability to seek meaning in life and an urge to come out of delicate personal and situational context by way of logical thinking and problem solving

Self Awareness (E_SAW): It is a habit of self monitoring and introspecting to constantly check where one stands in circumstances.

Self Confidence (E_SC): It is the ability to conduct oneself with self efficacy with a strong premium for self respect.

Decisiveness and Independence (E_DI): It is the ease or capability of choosing between alternatives.

Personal Fulfillment (E_PF): It signifies threshold for tolerating emotional upsets, inner suffering, apathy, disappointment and enjoyment in day to day living.

Empathy (E_E): It denotes individuals ability to feel and understand others emotions, moods and reactions with as much intensity so that it enables sharing of feelings and building connections.

Anxiety and Stress (E_AS): It refers to the anxiety or stress related process which indicates one's ability to manage anxiety ridden emotion.

Assertiveness (E_A): It indicates a degree of direction a person is willing to exercise.

Transformational / Transactional Leadership and its components

The transformational leadership (XL) comprises of the following four factors:

Idealized influence (XL_II) can be defined as serving as a charismatic role model to followers and "charisma," is a notable exemplar component often involving unconventional behavior.

Inspirational motivation (XL_IM) involves inspiring the subordinates by an eloquent, vivid and appealing vision.

Intellectual stimulation (XL_IS) involves arousing follower's imagination by proding into their beliefs and assumptions and challenging the status quo

Individualized consideration (XL_IC) involves nurturing and fostering needs of the followers. The sole objective is to enhance growth of the follower.

Transactional leadership   comprises of the following four factors :

Contingent reward (CR) is defined as providing an adequate exchange of valued resources for follower support. Contingent reward is the most active form of transactional leadership but is less active than transformational leadership, because one can engage in contingent reward without ever being closely engaged with followers (e.g., implementing a pay for performance plan).

Management by exception—active (MEA) involves monitoring performance and taking corrective action. In this manner of leadership, the leader actively monitors performance and anticipates deviations from standards.

Management by exception—passive (MEP) means intervening only when problems become serious. Both active and passive management by exception involve enforcing rules to avoid mistakes They maintain the process of transacting and preserve the leader's attentional resources for those transactions that require the leader's attention.

Laissez-faire (LF) is nonleadership; it is defined as avoiding leadership duties and responsibilities. Laissez-faire is the failure of both transformational and transactional leadership.

Organizational Commitment and its components

Affective Commitment (AC) refers to the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to do so.

Continuance Commitment (NC) refers to the awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain in the organization because they need to do so.

Normative Commitment (CC) reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization.

3.5 Sample

The manufacturing sector comprised of all privately-owned manufacturing organization for products such as sugar, oil, electronic products, locks, electrical goods etc. The Financial Sector comprised of all organization engaged in managing, investing and insuring of finance. Most of them were nationalized banks, private banks and insurance companies. The Information Technology sector comprised of all organization engaged in developing, managing, maintaining and processing using information technology. The Public Sector Undertaking (PSU) organizations have majority shares owned by Union Government or by State Government. These comprised of Energy producing companies, Oil Refineries, Ordinance factories, Railways etc.

Data was collected using convenient sampling technique from the four sectors across various levels in the hierarchy. Researcher personally met the officers, managers and their subordinates, and requested them to participate in this study. In certain cases, a letter was sent to HR department to request for participation in the study.   The participants were assured of complete confidentiality of their responses. Participants could exercise choice whether they wished to participate in the survey. The total duration of data collection for the study was was 11 months. The distribution of the sample participants were as per Table 1.

Table 1

Activity	Sector	Participants	N	Boss	Subordinates
Testing the Research Model	IT, Manufacturing, Finance and PSU	488	301 pairs	187	301

Table 2 Demographic details for Main Study

	Boss	Subordinate
Gender		
Male	154	217
Female	33	81
Missing	-	3
Age		
20-29	31	132
30-39	43	81
40-49	51	47
50-61	61	40
Missing	1	1
Educational qualification		
Diploma	9	25
Bachelors	104	184
Master	69	79

Doctoral	3	4
Missing	2	9
Designation		
Entry Level	64	259
Mid Level	82	29
Senior Level	20	4
Missing	21	9
Work Experience Average	18.80	11.54
Missing Data Work Experience	5	15
Total Sample	187	301

Research design

The research was conducted using Survey method and the participants answered self-report questionnaire but data was collected from multiple sources (dyadic pair of Boss and Subordinate) as recommended by Harms and Crede (2010) and the forms were administered as follows:

a. Form A was administered to the Bosses.

It contained the instruments to measure Emotional Intelligence, Nonviolence and Conflict Management Strategies

b. Form B was administered to their subordinates.

It contained the instruments to measure Transformational / Transactional Leadership and Organizational Commitment

Control Condition

1. The control condition was that the subordinate should have worked with boss for a minimum of 1 year.

2. Data from not more than 5 subordinates were taken for a boss.

Measuring Instruments

Emotional Intelligence

The Emotional Intelligence scale (Shanker & Sayeed, 2006) was used in the study. It consists of 61 items. Five additional items were added. The original scale is on a 6-point likert scale. In this study, we have used it as a 5-point likert scale. The participants respond to a likert scale where 1: Strongly Disagree, 2: Disagree, 3: Neither agree nor disagree, 4: Agree, and 5: Strongly Agree. The minimum score was 66 and the maximum was 330.The scale reliability was 0.88 in the main study.

Multifactor Leadership Questionnaire (Bass & Avolio, 1993)

MLQ Multi-Factor Leadership Questionnaire (Bass & Avolio, 1993) was used in this study. We were able to get through various sources 58 items to measure eight factors. The participants respond to a likert scale where 1: Not at all, 2: Once in a while, 3: Sometimes, 4: Fairly Often and 5 : Frequently. The scale reliability was 0.94 in the main study. The maximum-minimum range is between 290 to 58.

Organizational Commitment (Allen, & Myers, 1990)

Three Component Model (TCM) of Organizational Commitment scale consists of 24 items to measure three factor (Allen, & Myers, 1990) The participants respond to a likert scale where 1= Strongly Disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, and 5 = Strongly Agree. The maximum-minimum range is between 120 to 24. The scale reliability was 0.73 in the main study.

Table 3 Descriptive statistics

	N_{pairs}	Minimum	Maximum	Mean	Std. Deviation	Variance
E_AS	301	1.14	5.00	3.52	0.58	0.34
E_SAW	301	2.00	5.00	4.04	0.47	0.22
E_SCPS	301	2.43	5.00	4.07	0.44	0.19
E_DI	301	1.80	5.00	3.86	0.57	0.32
E_PF	301	1.00	5.00	3.95	0.74	0.56
E_SA	301	2.00	5.00	3.92	0.55	0.30

E_E	301	1.50	5.00	3.91	0.59	0.36
E_EI	301	1.00	5.00	3.57	0.70	0.49
E_A	301	1.50	5.00	3.50	0.73	0.54
XL	301	1.41	5.00	3.78	0.72	0.52
LFPL	301	1.00	5.00	1.97	0.82	0.67
MEA	301	1.50	5.00	3.59	0.77	0.59
CR	301	1.00	5.00	3.06	1.01	1.02
AC	301	1.00	5.00	3.73	0.75	0.56
NC	301	1.00	5.00	3.32	0.67	0.45
CC	301	1.00	5.00	3.20	0.82	0.67

Table 4: Moderation Analysis using hierarchical regression method with Emotional Intelligence as the predictor variable, Transformational leadership as the moderating variable and Affective Commitment as the criterion variable across Total Sample Population

Model	Predictor Variable	Affective Commitment						
		Unstandardized Coefficients	Standardized Coefficients	t	R Square	Adjusted R Square	R Square Change	F
		B	Beta					
1	(Constant)	2.67		5.13***	0.05	0.02	0.05	1.65
	E_AS	0.03	0.02	0.33				
	E_SAW	0.01	0.01	0.11				
	E_SCPS	-0.02	-0.01	-0.19				
	E_DI	0.13	0.10	1.44				
	E_PF	-0.17	-0.17	-2.47*				
	E_SA	0.06	0.05	0.59				
	E_E	0.12	0.09	1.50				
	E_EI	0.06	0.05	0.83				
	E_A	0.07	0.07	1.19				
2	(Constant)	1.58		2.77**	0.20	0.17	0.15	**6.01***
	E_AS	0.09	0.07	1.12				
	E_SAW	0.07	0.04	0.64				
	E_SCPS	-0.09	-0.05	-0.82				
	E_DI	0.08	0.06	0.96				
	E_PF	-0.14	-0.14	-2.25*				
	E_SA	-0.03	-0.02	-0.27				
	E_E	0.10	0.08	1.40				
	E_EI	0.05	0.05	0.77				
	E_A	0.07	0.07	1.28				
	XL	0.31	0.30	4.28***				
	L_TL	0.12	0.12	1.89				
	LFPL	-0.07	-0.08	-1.28				
3	(Constant)	1.83		3.21***	0.27	0.21	0.07	**4.85***
	E_AS	0.05	0.04	0.64				
	E_SAW	-0.06	-0.04	-0.50				
	E_SCPS	0.00	0.00	0.03				
	E_DI	-0.01	0.00	-0.05				
	E_PF	-0.13	-0.12	-1.98*				
	E_SA	-0.02	-0.01	-0.15				
	E_E	0.13	0.10	1.73				
	E_EI	0.09	0.08	1.30				
	E_A	0.06	0.06	0.98				
	XL	0.35	0.33	4.86***				
	L_TL	0.10	0.10	1.60				
	LFPL	-0.08	-0.09	-1.43				
	E_AS_CxXL_T_C	**-0.28**	**-0.16**	**-2.45***				
	E_SAW_CxXL_T_C	-0.28	-0.14	-1.86				
	E_SCPS_CxXL_T_C	0.30	0.14	1.87				
	E_DI_CxXL_T_C	-0.13	-0.08	-1.08				
	E_PF_CxXL_T_C	**0.23**	**0.16**	**2.45***				
	E_SA_CxXL_T_C	-0.03	-0.02	-0.21				
	E_E_CxXL_T_C	0.00	0.00	0.02				
	E_EI_CxXL_T_C	-0.03	-0.02	-0.28				
	E_A_CxXL_T_C	-0.07	-0.05	-0.87				

Npairs=301

*p<0.05, **p<0.01, ***p<0.001

Table 5: Moderation Analysis using hierarchical regression method with Emotional Intelligence as the predictor variable, Transformational leadership as the moderating variable and Normative Commitment as the criterion variable across Total Sample Population

Model	Predictor Variable	Normative Commitment						
		Unstandardized Coefficients	Standardized Coefficients	t	R Square	Adjusted R Square	R Square Change	F
		B	Beta					
1	(Constant)	2.98		6.28***	0.02	-0.01	0.02	0.74
	E_AS	0.11	0.10	1.41				
	E_SAW	0.12	0.09	1.17				
	E_SCPS	0.05	0.03	0.45				
	E_DI	-0.10	-0.09	-1.21				
	E_PF	-0.07	-0.07	-1.07				
	E_SA	-0.04	-0.03	-0.38				
	E_E	-0.02	-0.02	-0.26				
	E_EI	0.04	0.04	0.57				
	E_A	0.00	0.00	-0.04				
2	(Constant)	1.85		3.36***	0.09	0.05	0.07	**2.39****
	E_AS	0.15	0.13	1.94				
	E_SAW	0.13	0.09	1.23				
	E_SCPS	0.01	0.01	0.11				
	E_DI	-0.12	-0.10	-1.46				
	E_PF	-0.05	-0.05	-0.73				
	E_SA	-0.08	-0.06	-0.81				
	E_E	-0.01	-0.01	-0.17				
	E_EI	0.04	0.04	0.58				
	E_A	0.01	0.01	0.15				
	XL	0.25	0.27	3.68***				
	L_TL	0.02	0.02	0.28				
	LFPL	0.09	0.11	1.77				
3	(Constant)	2.02		3.65***	0.14	0.08	0.05	**2.18****
	E_AS	0.12	0.11	1.51				
	E_SAW	0.04	0.03	0.34				
	E_SCPS	0.10	0.06	0.89				
	E_DI	-0.21	-0.18	-2.46*				
	E_PF	-0.04	-0.05	-0.68				
	E_SA	-0.05	-0.04	-0.53				
	E_E	0.03	0.03	0.45				
	E_EI	0.06	0.06	0.92				
	E_A	0.00	0.00	0.03				
	XL	0.26	0.28	3.78***				
	L_TL	0.00	0.00	0.04				
	LFPL	0.09	0.11	1.73				
	E_AS_CxXL_T_C	**-0.23**	**-0.15**	**-2.11***				
	E_SAW_CxXL_T_C	-0.10	-0.05	-0.64				
	E_SCPS_CxXL_T_C	0.24	0.12	1.53				
	E_DI_CxXL_T_C	**-0.26**	**-0.17**	**-2.16***				
	E_PF_CxXL_T_C	0.07	0.06	0.83				
	E_SA_CxXL_T_C	0.11	0.07	0.83				
	E_E_CxXL_T_C	-0.19	-0.12	-1.88				
	E_EI_CxXL_T_C	0.07	0.05	0.71				
	E_A_CxXL_T_C	-0.09	-0.07	-1.13				

Npairs=301

*p<0.05, **p<0.01, ***p<0.001

Table 6: Moderation Analysis using hierarchical regression method with Emotional Intelligence as the predictor variable, Transformational leadership as the moderating variable and Continuance Commitment as the criterion variable across Total Sample Population

Model	Predictor Variable	Continuance Commitment						
		Unstandardized Coefficients	Standardized Coefficients	t	R Square	Adjusted R Square	R Square Change	F
		B	Beta					
1	(Constant)	3.38		5.93***	0.05	0.02	0.05	1.52
	E_AS	0.00	0.00	-0.04				
	E_SAW	0.03	0.02	0.23				
	E_SCPS	0.04	0.02	0.31				
	E_DI	0.12	0.08	1.17				
	E_PF	-0.19	-0.17	-2.50*				
	E_SA	0.04	0.03	0.38				
	E_E	-0.01	-0.01	-0.11				
	E_EI	0.09	0.08	1.22				
	E_A	-0.18	-0.16	-2.69**				
2	(Constant)	1.88		2.85**	0.11	0.07	0.06	**2.89***
	E_AS	0.03	0.02	0.30				
	E_SAW	0.03	0.02	0.22				
	E_SCPS	0.03	0.02	0.25				
	E_DI	0.15	0.10	1.51				
	E_PF	-0.17	-0.16	-2.35*				
	E_SA	0.03	0.02	0.29				
	E_E	0.04	0.03	0.49				
	E_EI	0.08	0.07	1.09				
	E_A	-0.17	-0.16	-2.63**				
	XL	0.10	0.09	1.25				
	L_TL	0.07	0.06	0.93				
	LFPL	0.25	0.25	3.94***				
3	(Constant)	1.94		2.88**	0.14	0.08	0.04	**2.23**
	E_AS	0.03	0.02	0.27				
	E_SAW	-0.04	-0.03	-0.34				
	E_SCPS	0.12	0.06	0.91				
	E_DI	0.11	0.07	1.01				
	E_PF	-0.19	-0.18	-2.58*				
	E_SA	0.05	0.04	0.47				
	E_E	0.09	0.07	1.04				
	E_EI	0.08	0.07	1.03				
	E_A	-0.19	-0.17	-2.77**				
	XL	0.10	0.08	1.14				
	L_TL	0.06	0.05	0.73				
	LFPL	0.25	0.25	3.84***				
	E_AS_CxXL_T_C	**-0.27**	**-0.14**	**-2.00***				
	E_SAW_CxXL_T_C	0.10	0.05	0.56				
	E_SCPS_CxXL_T_C	0.25	0.10	1.29				
	E_DI_CxXL_T_C	-0.09	-0.05	-0.64				
	E_PF_CxXL_T_C	0.12	0.08	1.14				
	E_SA_CxXL_T_C	0.08	0.04	0.51				
	E_E_CxXL_T_C	-0.18	-0.09	-1.46				
	E_EI_CxXL_T_C	0.11	0.07	0.92				
	E_A_CxXL_T_C	**-0.19**	**-0.13**	**-2.04***				

Npairs=301

*p<0.05, **p<0.01, ***p<0.001

Results presented at Table 4 indicate that transformational leadership significantly moderated the relationship between emotional intelligence and affective commitment (R^2=0.27, F=4.85, P<0.001) and the interaction was significant for E_AS_CxXL_T_C (β=-0.16, t=-2.45, p<0.05) and E_PF_CxXL_T_C (β=0.16, t=2.45, p<0.05). Results presented at Table 5 indicate that transformational leadership significantly moderated the relationship between emotional intelligence and normative commitment (R^2=0.14, F=2.18, p<0.01) and the interaction was significant for E_AS_CxXL_T_C (β=-0.15, t=-2.11, p<0.05) and E_DI_CxXL_T_C (β=-0.17, t=-2.16, p<0.05). Results presented at Table 6 indicate that transformational leadership significantly moderated the relationship between emotional intelligence and continuance commitment (R^2=0.14, F=2.23, p<0.05) and the interaction was significant for E_AS_CxXL_T_C(β=-0.14, t=-2.00, p<0.05) and E_A_CxXL_T_C (β=-0.13, t=-2.04, p<0.05).

Discussion

The results indicate that Transformational leadership significantly moderated the relationship between Emotional intelligence and organizational commitment and it was found that the interaction effect was strong for affective commitment.

The results in table 4 indicate that the interaction effect was significant and negative for E_AS (Anxiety and Stress) and positive for E_PF (Personal Fulfilment).The pressure to perform and the need to extract performance is very high at managerial level and hence role of emotional competencies such as Anxiety & Stress might be crucial. Leaders who appear less anxious and stressful can reflect in a calm manner and thus influence key outcomes from subordinates. It was found that managers who provided emotional support were perceived as doubly powerful figures, invested with both formal authority and parental authority (Toegel, Kilduff & Anand, 2013). When leaders are emotionally calm, subordinates draw energy from them and feel more secure and supported. However, such calm reassuring behaviour are

probably not perceived to be congruent with charismatic behaviour to arouse emotional loyalty (affective commitment).

It was found that personal fulfilment in leaders and transformational leadership significantly and positively impacted affective commitment. Leaders who seek meaningfulness in work and personal fulfilment may also respect and recognize the same in their subordinates. They may create opportunities for continuous learning, provide autonomy, flexibility and appreciate their subordinates (Kinjerski & Skrypnek, 2006). Leaders who seek personal fulfilment in their work and life may be appreciating such need in their subordinates and may be empowering their subordinates to achieve personally fulfilling experience at workplace. Such leaders may also be rewarding behaviours congruent with organizational objectives. This may perhaps strike an emotional chord in the quest for meaningfulness in subordinates and hence arouse affective commitment.

The results in Table 5 indicate that transformational leader significantly moderated the relationship between Emotional intelligence and normative commitment in the total sample population. It was found that interaction effect was significant and negative for Anxiety & Stress and Decisiveness & Independence. Decisiveness often associated with forcefulness which suggests that such leaders can create an uncomfortable work environment and can have a direct impact on the brain power of the workforce. Such traits in a leader accompanied by inspirational charismatic behaviour which is often associated with unconventional behaviour may induce fear amongst subordinates When leaders are emotionally calm and exhibit unconventional and risk taking, the subordinates may find it unsettling and hence may not feel reciprocal obligation. Similarly, when leaders are decisive, unconventional and risk taking, subordinates may experience lack of control over the prevailing situation and feel alienated. Such feelings may not induce reciprocal obligatory commitment.

The results in Table 6 indicate that transformational leader significantly moderated the relationship between Emotional intelligence and Continuance commitment. It was found that the interaction effect was significant and negative for the traits Anxiety & Stress and Assertiveness. Thus, when leaders are calm, freely express their opinion and take a firm stand in decisions besides exhibiting transformational behaviours, subordinates may not be committed to the organization only for instrumental reasons or simply because of lack of opportunities outside the organization.

Conclusion and Managerial Implication

The results of this study indicates that transformational leadership significantly moderated the relationship between emotional intelligence and organizational commitment. However, the interaction effect was not significant for all the sub-factors and the nature of the impact was not consistent across all the interaction terms. The overall empirical findings suggest that building ability to cope with Anxiety and Stress (EI competency) consistently predicted organizational commitment. The interaction effect was strongest for affective commitment.

Theoretical implications: It was found that transformation as a phenomenon may be salient across all cultures but the behavioural indicators of a transformational leadership and expectation from subordinates may be different across different cultures. The theory suggests that transformational leaders develops emotional bond with their subordinates. The results of this study is indicative of the presence of emotional bond which is seen in terms of higher level of affective commitment seen in the subordinates.

Managerial implications: Emotional intelligence competency of coping with Anxiety and Stress was consistently seen to be impacting all types of commitment. The current work context is very dynamic and leaders need to be ready to deal with the 'here and now' ambiguous situations at all times. Hence leadership developmental initiatives such as job-assignments, 360 degree feedback, action learning etc may contribute to mental readiness and

in alleviating stress These developmental initiatives may help build emotional competencies necessary to surf through daily challenges in an ongoing manner.

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