

**RELATIONSHIP BETWEEN LONELINESS, EMOTIONAL INTELLIGENCE AND  
ORGANISATIONAL COMMITMENT**

A  
*Thesis submitted*  
*In the partial fulfillment of the requirement for the degree of*

**MASTER OF ARTS  
IN  
PSYCHOLOGY  
(Clinical)**



Submitted by:  
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**UNDER THE SUPERVISION OF**

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PATIALA  
June, 2017**


## CERTIFICATE

This is certify that the thesis entitled “**Relationship between Loneliness, Emotional intelligence and organisational Commitment**” being submitted in partial fulfilment of requirements for the award of degree of **Master of Arts in Psychology**, submitted in the **School of Humanities and Social Sciences, Thapar University, Patiala** is a bonafide work carried out under the supervision of **Dr. Simerpreet Ahuja**, Assistant Professor, School of Humanities and Social Sciences, Thapar University, Patiala and that no part of this project has been submitted for the award of any other degree.



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This is to certify that above statement made by the student concerned is correct and true to the best of my knowledge.



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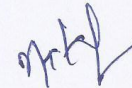
## CANDIDATE'S DECLARATION

I hereby declare that the work presented in this thesis entitled, “**Relationship between Loneliness, Emotional intelligence and organisational Commitment**” in partial fulfilment of the requirement for the award of Degree of **Master of Arts in Psychology**, submitted in **the School of Humanities and Social Sciences, Thapar University, Patiala**, is an authentic record of my own work carried out under the supervision and guidance of **Dr.Simerpreet Ahuja**, Assistant Professor, School of Humanities and Social Sciences, Thapar University, Patiala and refers other researcher’s work which are duly listed in the reference section.

The matter embodied in this thesis has not formed the basis for the award of any other degree of this or any other university.

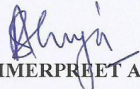
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## ACKNOWLEDGEMENTS

Accomplishment of any project required the hard work and efforts of many people. This project work would not have been possible without the kind support and help of many individuals.

I wish to express my deep sense of gratitude to my supervisor **Dr. Simerpreet Ahuja**, for her invaluable guidance, encouragement, useful suggestions and readiness to resolve any point of confusion by mutual discussion, which helped me gain some key insights about the subject and thus, made my research a great learning experience.

I would also like to thank all the faculty member of **School of Humanities and Social Sciences** of Thapar University, Patiala for their vision and relentless effort, support, and encouragement to provide me with this excellent opportunity to carry out my project work.

  
Nikita Kukkar

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## **Abstract**

The main aim of the study was to find the relationship of loneliness, emotional intelligence and organisational commitment. The data was gathered from employees working in private organisations. In this sense, some 100 survey forms were filled, making 50 for males and 50 for females. The tests used in the study are Trait Emotional Intelligence Questionnaire-Adolescent Short Form (TEIQue-SF) for emotional intelligence, UCLA Loneliness scale for loneliness and A three component Organisational Commitment Questionnaire by Natalie Allen and John Meyer for measuring organisational commitment. Thus as a result of correlation and regression analysis, it was seen that loneliness in the work environment adversely and negatively influenced organisational commitment, while emotional intelligence positively influenced organisational commitment. It was seen that the relationship of emotional intelligence is positive for affective and normative commitment, whereas the organisation with continuation commitment is weaker and negative. Gender difference could not be seen in the study.

*Keywords: loneliness, emotional intelligence, organisational commitment, affective commitment, continuance commitment, normative commitment, gender difference.*



## Chapter 1

### Introduction

#### 1.1 LONELINESS

A standout amongst the most troublesome difficulties to bargain at work is loneliness. At times, we deal to it at work, with not very comprehension of what we need to do to defeat this depressive and dangerous feeling. Unfortunately such feeling is a piece of our life and we have to figure out how to beat it.

There are 2 kinds of being lonely:

- Loneliness
- Solitude

Loneliness is something that we must choose between limited options, when we are separated from everyone else and are left with no option. It is a condition of the brain, we can be with thousand individuals yet feel, so segregated, disengaged and not quite the same as the rest. Most of timid, shy individuals are frequently casualties of loneliness yet then again there are individuals whose enthusiasm for something that make them far from their social life, for instance researchers and craftsmen.

Whereas, Solitude is a decision of being separated from everyone else other than having a gathering of companions or not. It is a choice. It is vital to bring up that each individual needs a sort of isolation, a period he can spend for himself to consider his own life.

In most common everyday usage, or say in layman's language, the words lonely and loneliness have been given great importance and meaning. These words are frequently used to allude to separation, aloneness, or social brokenness. Loneliness is in spite of the fact that a subjective build, it uncovers how an individual encounters the disparity between their own connections and their social condition (Peplau & Perlman, 1982)

By and by, loneliness mirror failure in social coordinated effort, relational and intra-individual relationship. In past research on the experiential way of loneliness, Killeen (1998: 763) mirrors his perspectives on loneliness as "it can impact and cause you have an inclination that you're the sole individual inside the world. It will make you feel entirely

disconnected and futile; that your life is without reason. It can make you search for different things to fill the agonizing chasm of your life.

In day to day communicative language, loneliness might be a mental mode brought about by the shortcoming of individual correspondence and socialization aptitudes. Loneliness can be plotted as a situation amid which people experience issues in social adjustment once they feel misconstrued and miserable (Geçtan, 1999). Depression might be a typical, widespread human aptitude with enthusiastic, subjective, mental element, and behavioural measurements. Once desolate individuals encounter subjective pain of how they comprehend themselves as being separated from everyone else, secluded or convey to an end and they measure their relational and social connections as lacking, either subjectively or quantitatively. Additionally, the individual is propelled to keep up, re-establish, or recharge his/her connections; s/he yearns for closeness. Loneliness normally comes about once an individual views others as a risk inferable from self-built obstructions and absence of correspondence. This winds up in abnormal amounts of madness and at last to distance from society (Yalom, 1999). Being lonely will affect the collaboration between the specialist, i.e. the worker and along these lines the organisation, i.e. the organisation. In this manner, it can be said that various psychological mental variables like loneliness may have an influence on relational connections, work performance or work execution, and effect on organisational commitment. Loneliness is principal, essential and is among the premier intense human encounters. Despite whether they are specific or not, a couple people experience loneliness in light of events in their lives and couple of people carry life and run away from the closure of being tagged as lonely. As indicated by a bit of the researchers, for instance, Weiss, individuals measure reluctant to convey both their over a significant time span assessments of feeling lonely. In addition, individuals nowadays aren't prepared to acknowledge or concede that they are lonely, it may be a direct result of the possibility of social disappointment, what individuals would consider them or whether if society becomes more acquainted with about it whether they would acknowledge them or not.

### *1.1.1 Defining workplace loneliness*

The geographic point is considered that the working environment is thought to be occupied and dynamic place, pressed with people returning in and out, to and from meeting, each other's desk areas, talking, tattling, and so forth. In spite of high potential for social co-

operation a significant number of people still feel depressed and lonely at the work environment. Like a great many people, they take a seat in a corner and work perseveringly, gesturing to familiar faces however these activities don't add to make constructive organisations and building connections. Individuals fear showing themselves as feeble to different people.

Loneliness ascends accordingly of extending social, cultural and money discouragement among modern social orders after eighteenth century. Despite the fact that it's a thought inside the mental space understanding, studies on loneliness begun as late as after 1950's. Until 1970 there was no real investigation on this issue. In 1973 W. Reiss uncovered an impressive book on enthusiastic and social detachment. That book mixed up the formative of brain research scales utilized for measure singular variety inside the extent of dejection (Wright,2005). There has been directed such a great deal of investigation on loneliness by and large to this point. However ponders on loneliness in topographical point haven't been explored such a ton well.

While portraying loneliness, it should be stayed away from being mistaken with the idea of aloneness, disconnection, absence of social support and estrangement however loneliness depends on the view of individuals, how they see the circumstance, the feeling, the inclination, conditions, and so forth. It's normally mistaken for absence of social support.

Wright et al.(2006) depicts loneliness at work as the trouble that emerges from the view of the nonattendance of subjective relational connections(interpersonal relationships).In the sense that the extent of distinction and contradiction between desired and actual relations exhibit the extent of loneliness at place. Wright expresses that however loneliness has been looked into wide, loneliness at work has not been much looked upon. It's to a great degree proposed to know the consequences of loneliness at work for various reasons. With the absence of social relations at work, there's an open door for workers to comprehend bring down support inside the organisation and create loneliness that will prompt poor duty towards the occupation. Likewise, with such sentiments and feelings and poor relations among the hierarchical employees/workers, the potential for them to not feel belongingness, satisfaction and being perceived stays less. In addition, it is therefore expected to less commitment of the employee towards the job and better intentions of leaving the organisation

In spite of the fact that there are distinctive implications of loneliness, there are a significant essential basic suppositions of those definitions. At first, loneliness is acknowledged to come about on account of need in one's societal surroundings. Second, loneliness is considered to be a person's personal and emotional condition, instead of some objective incorporate into the individual's societal surroundings. Third, it is essentially a hatred and irritating capacity.

Two fundamental formulations of loneliness have developed from various researches: Loneliness as a one-dimensional idea and as multidimensional and space particular thoughts. Weiss at first spoke of the multidimensional way by 2 particular sorts:

- Ability of emotional seclusion (Emotional loneliness)
- Social disengagement (social loneliness).

Emotional isolation considered as the absence of a specific, imply relationship, and social disengagement might be absence of social mix and embeddedness.

Similarly as with various work environment feelings (Barsade and Gibson, 2007) loneliness is relied upon not just exclusively to impact however employees feel, moreover their level of work environment execution as well. In particular, as loneliness might be an inclination that includes irritation and distance from others inside the social encompassing, we watch out for that dealing with this alienation and absence of security can trigger every fundamental intellectual process deficiencies and relative withdrawal from the work put, bringing about down execution.

Loneliness appears like such a serious individual, private issue, yet it's substantially more than that. Loneliness and isolation is an aggregate issue. Loneliness at work is yet another impact of the -lacking consideration paid to the human side of completing stuff together.

## 1.2 Emotional Intelligence

*“Emotional Intelligence is the capacity to detect, comprehend, value and viably apply the energy of emotions as a wellspring of human vitality, data, trust, inventiveness and impact.” -*

Emotional Intelligence is characterized as a one's ability to perceive their feelings and understand other person's feelings, to isolate among the data, and to use the information to

manage one's thinking and lead (Salovey and Mayer, 1990). Idea of emotional intelligence was first given by Salovey and Mayer (1990, 1994, p. 773) who characterized emotional intelligence as "a type of social insight that includes the capacity to screen one's own and others' sentiments and feelings, to separate among them, and to utilize this data to guide one's reasoning and activity."

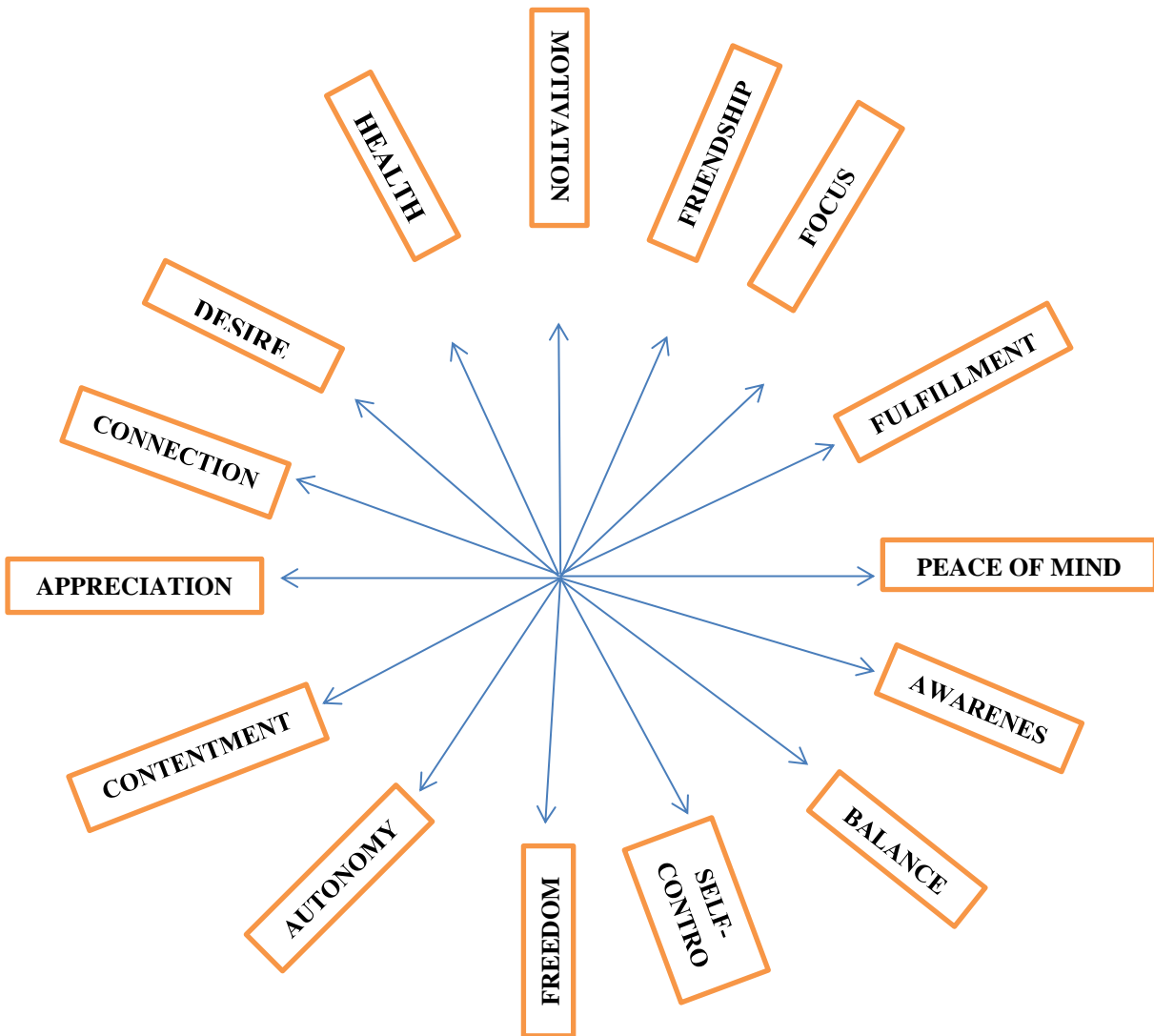
Emotional Intelligence (EI) is a kind of information that empowers individuals to perceive their own, and other individuals' feelings. Additionally, emotional intelligent empowers individuals to separate their feelings and to settle on proper decisions for intuition and action. It is an insight that might be learned, created and moved forward. It insinuates the ability to see, control and evaluate sentiments. Certain psychologists propose that emotional intelligence can be learned and protected and stored, while others guarantee that it to be natural. It is likewise characterized as the capacity to utilize your mindfulness and sensivity to observe the emotions hidden relational correspondence and to oppose the temptation to react impulsivity and thoughtfulness.

*The investigation of emotional intelligence has its foundations in the work of Darwin, who set that emotional expression was fundamental for survival.*

The people who have abnormal condition of emotional intelligence, or EI for short, can understand the physical, mental and social impact that negative sentiments have on their bodies, cerebrum, organisations and ability to look for after and finish goals. They then can coordinate their own specific sentiments so that their emotions reinforce their activities and enhance their own fulfilment.

People with very high EI are ended up being more productive in the workplace since they can appreciate their sentiments and why they act in certain way. They can use their emotions as snippets of data to what their body and cerebrum is endeavouring to tell them. Additionally, they can use their EI to truly understand others and their points of view.

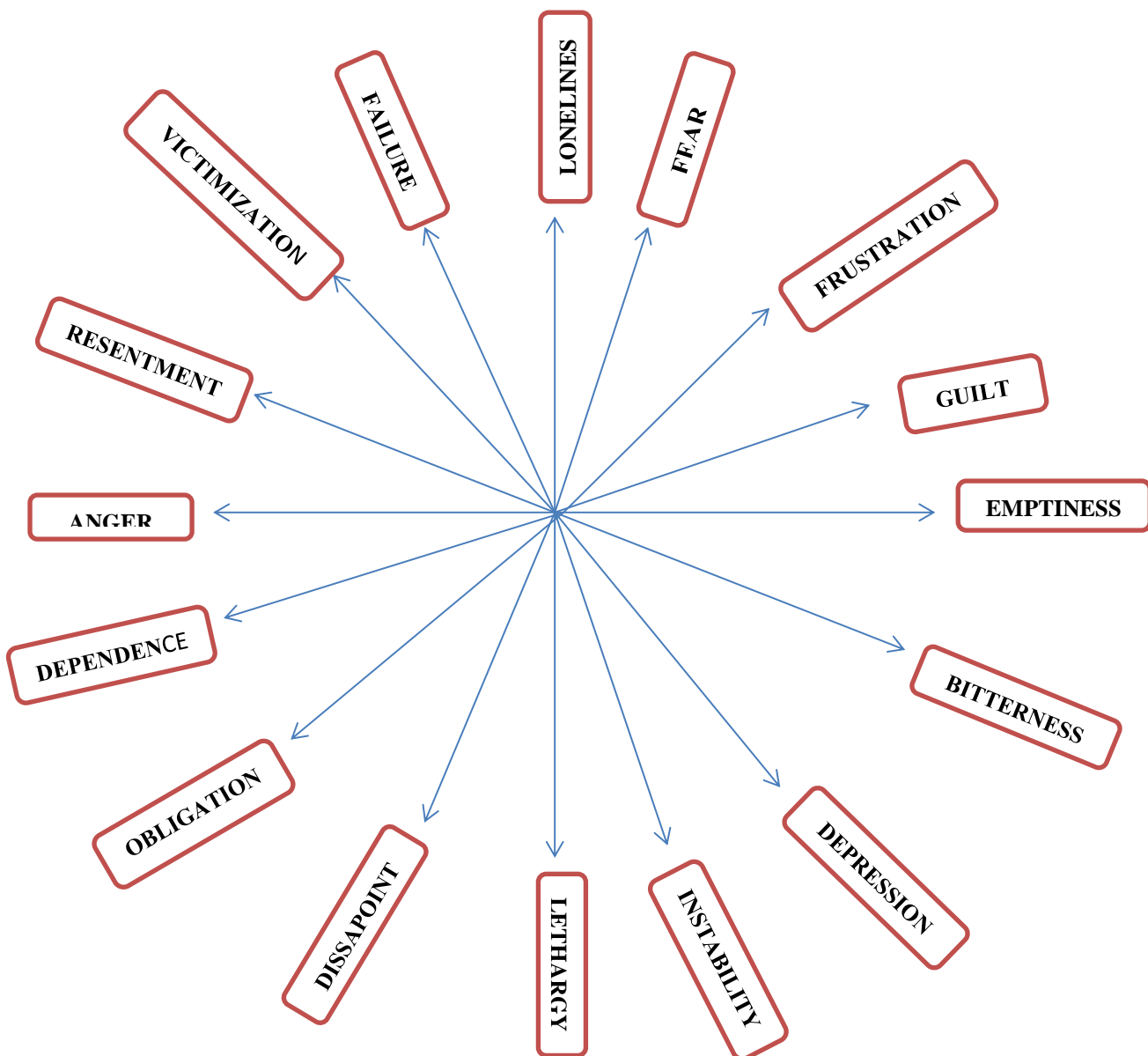
Those with abnormal state of EI tend to encounter a sound adjust of sentiments like:



**FIGURE 1:** Effects of high EI

Experts with high EQ are better prepared to work in gatherings, adjust to change and be versatile. Despite what number of degrees or other on-paper capacities a man has, if he or she doesn't have certain passionate qualities, he or she is most likely not going to succeed. As the workplace continues creating, representing new headways and advancements, these qualities may end up being continuously key.

Those with lower level of EI tend to feel:



**Figure 2:** Effects with Low EI

Emotional intelligence is a generally new theme of research though its foundations back pedal to the time of Darwin, who set that emotional expression was fundamental for survival. In any case, what do we mean when we discuss about emotional intelligence? The truth of the matter is that there are various methods for characterizing emotional intelligence. However, until further notice, how about we assume it is the ability to think about your emotions and the sentiments of others and after that to use that data to help manage the announcement of emotions so they empower achievement as opposed to bring about hindrances.

### *1.2.1 Emotional intelligence at workplace*

Organisations discard an assortment of systems to kill feelings at the working environment. These components plan to either keep feelings from emerging in any case or to "wellbeing" control those feelings that emerge; work bunches with higher EI seem to have the important criteria to be gainful from the start (Goleman, 1995). Accordingly, it gives the idea that it is in the organisation's best enthusiasm to guarantee that positive levels of EI are shown in both individual and cooperation settings. Employees who utilize emotional intelligence can improve stress identified with job instability and furthermore help to reference the circumstance so that it emphatically impacts worker execution. Keeping up sound and gainful connections amongst workers and the organisation can be a high use impact. At the point when directors look to proceed with a soul of imparted objectives to workers, they turn out to be very persuading, which is to the greatest advantage of the employee to remain a piece of the group.

Emotional intelligence additionally helps one to adapt to distressing job matters. Stress management, in this manner, to a great extent relies on striking an emotional harmony between a potential anxiety condition and the individual's response to it. Just experts with a higher level of passionate remainder can grow such a powerful emotionally supportive network.

Emotional intelligence enables to believe innovatively to utilize our feelings to manage issues effectively. Daniel Goleman said that emotional intelligence transmits an impression of being a key blueprint of mental limits that identifies with life achievement. It is affectability and social limits and what is more social and organisation aptitudes that will be major to your achievement in life and individual affiliations. The ability to control evaluations and manage pressure is other piece of emotional intelligence which has been

established for accomplishment. Emotional intelligence is used as a great tool for understanding emotions and also getting to know how and when to express feelings. Sensitivity is an especially pivotal bit of Emotional knowledge. Assumptions are more beneficial in work and besides in social lives.

Emotional intelligence at work is all about how people and organisations function. It is about organization, participation, organization capacities and the organisation. Built up on incredible practice and cognizance of correspondence, the sincerely sharp business dependably surpasses desires in each one of these extents and has understanding into how this happens. As demonstrated by emotional intelligence, or EQ, achievement is unequivocally affected by individual qualities, for instance, steadiness, tact and inclination in coinciding with others.

Experts with high EQ are better prepared to work in gatherings, adjust to change and be versatile. Despite what number of degrees or other on-paper capacities a man has, if he or she doesn't have certain passionate qualities, he or she is most likely not going to succeed. As the workplace continues creating, representing new headways and advancements, these qualities may end up being continuously key.

Emotional intelligence commandingly affects one's work life from numerous points of view:

- EQ in sales, organization, client service and administration empowers inspiration, decreases stress, enhances correspondence and upgrades basic leadership.
- EQ affects one's capacity to maintain both physical and psychological wellness.
- EQ is essential in considering healthy aging, allowing long life and health.
- EQ helps in the identification and articulation of one's sentiments.
- EQ enables one to address fears utilizing reasons, as opposed to staying away from them or enabling them to incapacitate him.
- Because of high EQ one can sympathize with others' sentiments, recognize them, and try to relieve them.

### **1.3 ORGANISATIONAL COMMITMENT'**

Organisational commitment alludes to a person's execution and reliability to the organisation. The more dedication a worker has to an organisation, the more ready he or she

needs to display high commitment. Organisational commitment, along these lines, is a sort of demeanour reaction at work. It additionally incorporates a feeling of having a place in the organisation, an organisation and citizenship practices, which advance operational proficiency. Such qualities additionally impact the organisation through the worker's commitment of assets, development, and adjustment to the environment. Organisational commitment is, how much workers accept and acknowledge the organisation's objectives and qualities, input profoundly strenuous esteem duty and exertion sense of duty regarding the organisation, and would like to wind up or remain an individual from that organisation. Regarding the organisation, organisational commitment can foresee the powerful remedy of worker and organisational execution. At the same time, administration hopes to look for techniques for holding employees and advancing operational execution through learning of authoritative duty.

Organisational commitment is essential to protect and draw all around qualified talent pool in any organisation. Organisational commitment has gained importance in administration talk since it assumes a basic role in the goal accomplishment, advancement and soundness of an organisation. It enhances 'hust between employees, administrators, proprietors, units and other concerned gatherings of any organisation. In this way, it encourages better prevalent subordinate connections and enhances authoritative atmosphere. More grounded and more summed up commitment may upgrade organisation's advancement, development and survival.

It is the commitment that takes care that the work is done properly and on time. This genuine dedication is more successful than our best desires, assurance, or conditions. Without duty, effect is irrelevant; hindrances are unbreachable; and vitality, impact, and openings may be lost. Organisational commitment is an agents' state of being set out to help the achievement of the affiliation's destinations, and incorporates the laborers' levels of ID, commitment, and devotion. It may be an emotional response that might be measured through individuals' practices, feelings, and demeanours and can expand wherever from low to high. John Meyer and Nancy Allen (1997) have recognized three levels of organisational commitment : Affective, continuation, and Normative Commitment.

*Affective or moral commitment:* It occurs when individuals totally get a handle on the goals and estimations of the organisation. They end up being candidly related and feel before long accountable for the organisation's level of accomplishment. These individuals normally

display high measure of execution, useful work perspectives, and an aching to remain with the organisation. Affective commitment is portrayed as a positive sentiment of belongingness in organisation. Meyer and Allen (1991) communicated that such qualities as individual, essential, word related and test ones are preliminary conditions of loaded with feeling obligation. Those delegates who have strong loaded with feeling obligated will remain in relationship since they favour their conditions.

The affective commitment insinuates the employee's energetic relation with, and consideration in, with the organisation. Some huge amount of the exploration grasped in the zone of organisational commitment focused mostly on affective commitment. Affective commitment may be influenced on a very basic level by favourable work encounters and by organisation's help. It may be a measure of the relative nature of a man's commitment with an affiliation. It has been depicted by a powerful trust in and affirmation of an organisation's goals and qualities; a status to apply broad effort in light of a legitimate concern for the affiliation and an intense desire to keep up cooperation in the organisation. Affective commitment shows how much the individual identifies with the organisation (recognizing verification, consideration, and emotional organisation). Affective commitment obligation suggests the employee's energetic relation with, unmistakable evidence with, and incorporation in the affiliation (delegates stay with a firm since they have to).

*Continuation commitment* happens when individuals put the foundation of their relationship on the premise of what they get as a result of the attempts and what may be missing in the event that they by one means or another happened to go (i.e., pay, benefits, affiliations). These individuals put forward their best effort exactly when the prizes organize their yearnings. Continuance commitment "alludes to a consciousness of the expenses related with leaving the organisation".

Workers with solid continuation duty will stay in organisation since they require association. The continuation segment alludes to duty in view of the value, the worker partners when quitting with the organisation. This commitment might influence essentially by impression of outside contemplations or "side wagers, for example, retirement advantages and annuity arranges. It is likened to calculative duty, based on side wager hypothesis. Committed employees will probably stay with the organisation, progress in the direction of the fulfilment of organisation's objectives, apply high amounts of exertion for the benefit of the

organisation, and show acknowledgment of the organisation's real objectives and Continuanace commitment portrays a person's have to keep working for the organisation in light of the apparent expenses related with taking off.

*Normative commitment* happens when individuals remain with a relationship in perspective of expected benchmarks of direct or social principles. Those individuals regard obedience, watchfulness, and tradition. Research recommends that the employees indicate indistinct perspectives and practices from the people who have affective commitment. This commitment is described as "Duty on the introduce of sentiment commitments toward the organisation" that stresses obligation of individual to affiliation and organization. The people with strong normative responsibility will remain in relationship since they feel moral commitment with respect to doing works.

The normative commitment alludes to the employee's sentiment to stay in the organisation. It has received less emphasis. It might be founded on social weight and commitment to an organisation. Sentiments of commitment toward an organisation might be impacted by a person's familial and social socialization which happen preceding and taking after section into the organisation. Standardizing responsibility portrayed the degree to which a employee trusts he/she ought to be focused on an organisation and might be impacted by social standards. Normative commitment mirrors a sentiment commitment to proceed with work. This commitment is portrayed by :

- Individuals within the organisation have great bond with the other people of organization and are happy and satisfied to be an individual from the organization.
- Individuals worry for future advancement and image of the organization.
- Individuals draw completely on their abilities; the organization has incredible intending to employees personal assignment accomplishment and profession improvement; individuals' individual qualities are near organization values;
- The organization is a perfect workplace; employees feel fulfilled working in the organization;
- Individuals have a profound feeling about the organization. They will offer additional endeavours and are in charge of applying their most extreme to their work.

Throughout the years, the expanding enthusiasm for the region added to the absence of accord on the meaning of organisational commitment. Previously, numerous meanings of organisational commitment have been depicted and researched. Some of these definitions concern distinctive measurements of organisational commitment.

## Chapter 2

### LITERATURE REVIEW

#### 2.1 Loneliness

Even though numerous analysts have been worried with loneliness factor since 1950s, however there then wasn't given much stress. It has just now in recent years come into light and turn into the concentration of research. Until the 1970's, research on loneliness started. The fundamental book by Robert Weiss on emotional and social isolation was extensively distributed in 1973. In addition, exploration on loneliness has prospered in the course of recent decades. It is generally agreed by present day masters that loneliness is a mental express that results from insufficiencies in a man's social organisations, either subjectively or quantitatively (Peplau and Perlman, 1982). Ponders suggest loneliness as an alarming foundation, which is negative to mental prosperity and prosperity (Murphy and Kupshik, 1992). Whenever questioned, many individuals can promptly describe regardless if they feel desolate of if they do not like desolate at all. In actual reality many individuals experience lifestyle but are not ready to accept the sentiments and emotions of being lonely. Being lonely is regularly seen like a narrow minded interest which is driven by relational ineptitude or social hindrance.

Early articles on loneliness are mostly found on psychiatric issues as loneliness identified with clinical brokenness and psychopathology. Hypothetical and clinical writing centres points on unusual mental capacities and considered loneliness in conjunction with narcissism, distrustful disorder, impulse, psychopathology, and alcohol mishandle. Thereafter, studies on loneliness are now more concentrating on quantitative information rather than clinical data. Much of the exploration started in the United States, especially by individuals from Anne Peplau's loneliness program at UCLA. This examination especially measures loneliness connected with various sorts of identity qualities.

Peplau and Perlman(1982) conjectured certain reasons for why did loneliness met less underlined when contrasted with other mental builds. Right off the bat, prior individuals were humiliated to concede that they are desolate or they feel lonely. This as per them implies recognizing social disappointment. Yes, depression show-cast to a shame and portrays sweeping communal and energetic qualities which might be a precise depiction of lone

person. Inquiries on loneliness demonstrate that lonely individuals are portrayed negatively by others.

An additional inspiration driving why loneliness examination has move to get compel is that there is no useful or good way to deal with control loneliness in the favoured exploratory setting. It would frequently be possible, mentally or some other ways, to precisely control respondent to feel pretty much lonely at any given minute. Accordingly, there is no suitable or dependable strategy for controlling levels of loneliness which has risen in the writing.

Given this, specialists frequently need to ask the respondent to review a period of time where they felt lonely or sad. Nevertheless, as indicated, being lonely is such a negative and a gloomy affair, a person's remembrance of it has consequently been erased. At the point when solicited to recollect self-admitted periods from loneliness, numerous people are hesitant to review their sentiments. Weiss demonstrated that a man who is not by and by feeling lonely separates with the self who experienced the depression and thusly their memory of the experience is twisted.

Loneliness, portrayed as an undesired passionate state where a man feels estranged from or expels by others and feels precluded from securing secure and comfortable organisation in his/her social connections, is an inclination that is particularly vital to work. This is on record that loneliness is a naturally social and social feeling (Weiss, 1989) and the way of delegates' relational organisations has been appeared to altogether influence how they see and interface with their affiliations (Carmeli, 2009). Drawing on different persuading contentions from formative cerebrum science, late audits have battled that people have a characteristic, basic drive to shape social bonds and basic disapproved of obligations (Lawrence and Nohria, 2002) and they are inimically affected when these social bonds are separated. Building up and keeping up social bonds at work, in any case, may not be simple, for reasons that are both individual (Hazan and Shaver, 1990) and because of the structure of organisations (Pratt and Dutton, 2000). In fact, the discoveries of a current review recommend that around 53 % of the general population in the U.S. felt strongly desolate in their open lives (McPherson, SmithLovin, and Brashears, 2006). Notwithstanding the inescapability of dejection in work life and its potential linkages with imperative authoritative results, the current research in hierarchical conduct gives us minimal hypothetical or observational bits of knowledge regarding why and how employees' sentiments of depression could impact their employment dispositions and execution. The significance of recent studies of loneliness exist not just in its

ability in revealing insight into essential parts of social relations additionally in the way that dejection is a typical and troubling issue for some individuals.

A scholarly study in 2011, by educators from California State University and Wharton School of Business, clarified why work environment loneliness matters. In the wake of studying a specimen of 672 laborers, Hakan Ozcelik and Sigal Barsade reasoned that forlornness at work impacts "worker work execution, both in direct assignments, and in addition employee colleague and group part viability evaluated by both the worker's work unit individuals and manager". Confessing to being desolate just exacerbated the situation, in light of the fact that the learning of another's offense "given more grounded and more negative prompts for the colleagues about the general nature of their organisation with the worker" which makes them considerably lonelier.

Lam and Lay(2012) show that loneliness in the work environment relates adversely to organisational conduct and execution. As loneliness builds, the conduct of responsibility and execution diminishes. Lonely people encounter lonely challenges created by unacceptable relations.

Keeping in mind the end goal to comprehend loneliness all the more precisely, an individual should simply not reckon the character of the person and the courses in which they work in their social condition, moreover the courses in which the social condition takes a shot at the individual, either realizing or spreading loneliness. At that point when nature was not satisfying sufficiently, a generally balanced amiable character can build up the practices and manners of thinking ordinarily owing to lonely people (Ernst and Cacioppo, 1998). It is along these lines likewise as likely that loneliness stems to some degree from factors in the person's social condition as opposed to being just controlled by individual inadequacies.

Males are lonelier than females (Avery, 1982; Corner, 1983; Davis and Franzoi, 1986; Russell et al., 1980). As per Bell (1991) and Aukett et al. (1988), women connections rely upon emotional closeness, while men's connections concentrate on shared exercises. Other research recommends that ladies give and get more emotional support than do men. Other research prescribes that women give and get more emotional support than do men. Men are most likely not going to get emotional support from male buddies and are presumably not going to have various female associates (Corner, 1983). Undoubtedly, numerous guys depend on female relatives for emotional support.

While individuals may encounter different level of loneliness every once in a while and the predominance and sorts of loneliness may contrast by age. Wenger and Burholt (2004) found an age-related increment in dejection. Some other researchers also found that enthusiastic, however not social, dejection expanded with age. Holmen et al. (2000) demonstrated no age contrasts in emotional loneliness, however age was identified with more noteworthy social separation. In China, depression was moderately predominant among more established individuals (65 or more) (Yang and Victor, 2008). Jylha (2004:166) likewise discovered confirmation that loneliness increments with age.

## **2.2 Emotional Intelligence**

At the point when analysts started to compose and consider insight, they concentrated on psychological viewpoints, for example, memory and critical thinking. Nonetheless, there were scientists who perceived from the get-go that the non-psychological perspectives were likewise imperative. For example, David Wechsler portrayed information as the aggregate or overall point of confinement of the individual to act deliberately, to think sensibly, and to deal satisfactorily with his condition (Wechsler, 1958, p. 7). As right on time as 1940 he alluded to non-intellective and additionally intellective components (Wechsler, 1940), by which he implied affective, individual, and social elements. Besides, as ahead of schedule as Wechsler recommended about the capabilities that are fundamental for one's capacity to prevail in life. Gardner (1983) recommended that intrapersonal and social bits of knowledge are as fundamental as the sort of information usually measured by IQ and related tests.

Emotional intelligence has the power of control of emotions as much as it has the power of knowing how to express them. For example, consider an examination that was performed at Yale College by Sigdal Barsade (1998; 1998). He had a gathering of volunteers assume the part of chiefs who meet up in a gathering to allot rewards to their subordinates. A prepared performing artist was planted among them. The on-screen character dependably talked first. In a few gatherings the performing artist anticipated merry energy, in others loose warmth, in others discouraged languor, in still others unfriendly crabbiness. The outcomes showed that the on-screen character could taint the gathering with his feeling, and positive sentiments prompted enhanced participation, decency, and general gathering execution. Indeed, target measures demonstrated that the sprightly gatherings were better ready to appropriate the cash reasonably and in a way that helped the organisation. Comparable discoveries originated from the field. Bachman (1988) found that the best pioneers in the

US Naval force were hotter, all the more friendly, sincerely expressive, sensational, and amiable.

In spite of the fact that EI has increased significant consideration through a wide assortment of research, restricted endeavours have been made to study it inside the accommodation business. For instance, Langhorn (2004) has researched the connection between EI of administrators and execution in the bar eatery and Sy, Cable car and O'Hara (2006) have investigated the impacts of EI on employment fulfilment and occupation execution in the eatery setting. Moreover, past reviews on EI have chiefly centred around EI of troughs, though couple of exact reviews have been led to analyse EI of workers. It is critical to inspect EI of employees in the accommodation business, given their much of the time coordinate connection with clients. Barlow and Batter (2000) discovered specialist co-ops' EI is firmly connected with consumer loyalty.

The idea of EI was first proposed by Salovey and Mayer (1990, 1994, p. 773) who characterize it as "a type of social insight that includes the capacity to screen one's own particular and others' sentiments and feelings, to separate among them, and to utilize this data to guide one's reasoning and activity."

That point when the Harvard Survey distributed a paper on the theme two years back, it pulled in a higher rate of perusers than some other article distributed in that periodical over the most recent 40 years. At the point when the President of Johnson and Johnson read that article, he was impressed to the point that he had duplicates conveyed to the 400 top administrators in the organization around the world. Emotional intelligence is essential for achievement in work and in life. Notwithstanding, this thought really is to some degree shortsighted and deluding. Both Goleman (1998) and Mayer, Salovey, and Caruso (1998b) have contended that independent from anyone else enthusiastic insight most likely is not a solid indicator of occupation execution. Or maybe, it gives the bedrock to skills that are.

Goleman (1995) sees emotional intelligence abilities, for example, social aptitudes, social mindfulness, self-administration and social administration, as occupation aptitudes which are learned and which turned out to be critical develop in the change procedure. Gardner and Stough (2002) declared that emotional intelligence thought to be more upbeat and more committed to their affiliation, gain more unmistakable perform better in the workplace (Goleman, 1988), misuse and use helpful fundamental initiative and prepared to imbue a sentiment enthusiasms, trust and co-operation in various specialists through social

organisations (George, 2000). In addition, inquire about likewise uncovered that individuals with large amounts of emotional intelligence take more vocation achievement (Dulewics and Higgs, 2004).

### 2.3 ORGANISATIONAL COMMITMENT

Organisational commitment alludes to a representative's confidence in the organisation's objectives and qualities, longing to remain an individual from the association and faithfulness to the organisation (Mowday et al., 1982). With the expanding velocity and size of progress in organisations, chiefs are always looking for approaches to produce representatives' dedication, which means upper hand and enhanced work mentalities, for example, work fulfillment, execution, truancy, and turnover expectations. Organisational commitment is "the relative quality of a person's relationship with and contribution in a specific organisation" (Mowday, et al., 1979). In this way, it is a critical variable that has an impact on representatives' states of mind and influences their level of dedication to their organisations.

Organisational commitment is crucial to save and pull in all around qualified ability pool in any organisation. Organisational responsibility has grabbed observable quality in organization talk since it expects a principal part in the goal achievement, progression and security of an affiliation. It enhances trust between workers, administrators, proprietors, units and other concerned gatherings of any organisation. Along these lines, it encourages better unrivaled subordinate connections and enhances organisational atmosphere. More grounded and more summed up commitment may improve organisational advancement, development and survival (Awamleh, 1996). Subsequently, organisational commitment in has turned into a noteworthy pre-occupation all through numerous nations.

Throughout the years, the expanding enthusiasm for the range added to the absence of agreement on the meaning of organisational commitment. Previously, numerous meanings of hierarchical duty have been portrayed and explored. Some of these definitions concern distinctive measurements of organisational commitment (Falkenburg and Schyns, 2007). As Meyer and Allen, commitment comprises of three measurements, specifically, affective, normative and continuation responsibility. As per them, affective organisational commitment is characterized as the relative quality of a person's relationship with and commitment to an organisation. Cohen (1992) additionally announced that the idea of

"organisational commitment" has increased expanding consideration fundamentally in view of the negative connection between truancy, employee turnover and commitment.

#### ***2.4 Relationship between loneliness and commitment***

Loneliness and commitment are generally identified with each other. In the way that if an individual in the organisation doesn't feel fulfilled, need brotherhood, needs social gathering, in short feel lonely ow will he have the capacity to work and meet organisations objective. Forlornness is a negative component. As the levels of dejection increments in a man, the dedication towards the organisation diminishes. The individual can't focus on work rather continue having considerations of leaving the organisation. Stress, terrible wellbeing, meandering of psyche, and so forth are the parts of loneliness.

#### **2.5 Relationship between EI and Organizational Commitment**

EI has a significant relation with organisation results, for example, work fulfilment and organisational commitment (Wong and Law, 2002), that is, workers who can't assess and manage their feelings, as Abraham (1999) brings up, have less commitment. Additionally, People with high emotional intelligence are more dedicated to their organisations, and have superior at work.

Zeidner et al. (2004) recommended that individual who has all the more feelings are more compelling to pass on their contemplations, destinations and objectives towards impact people. According to Goleman, 1998 EI is containing social capacity that needs by cooperation and organisational pioneer that have EI can affect the relationship in workplace. Along these lines, it can give an impact to the relation among emotional intelligence and workplace commitment.(Mayer and Salovey, 1997). Cherniss (2001) stated that emotional intelligence would impact the individual aptitudes to accomplishment while having some work weight and it reveals the mindset in business weight. Emotional intelligence is portrayed by Goleman (1995) as ability to think about sentiments of ourselves and additionally other individuals to manage the emotions. EI can impact to personality rather than intellectual insight. Bar-On (1997) has found that there are a positive relationship among the emotional intelligence and commitment in past studies.

A review by Nikolaou and Tsaousis, (2002) demonstrated a solid connection between a few parts of EI and OC. The outcomes uncovered that the utilization of feelings in emotional intelligence have solid connections with organisational commitment regardless of the feeble

and normal connections between the control of feelings and understanding feelings with organisational commitment. Overall, positive relation was found between emotional intelligence and job commitment. In like manner, the experts communicated that EI as a key figure extending OC.

In another review, Carmeli (2003) found that full of feeling responsibility had affective commitment with emotional intelligence. Indeed, delegates with high emotional intelligence had more raised measures of affective commitment and relation with affiliation. Additionally, there existed a negative relation with emotional intelligence and continuance commitment, and continued with obligation of a man with high emotional intelligence reduced. It was further investigated that there exists high positive relation between emotional intelligence and affective yet the relation between emotional intelligence and continuation responsibility was not important.

## **2.6 Gender Differences in Organisational Commitment**

In an investigation by Aven, Pat-ker and McEvoy (1993), It was investigates that gender and organisational commitment have somewhat relation. Besides, it was assumed that men and ladies encounter comparable levels of organisational commitment (Marsden et al., 1993). It was also found that gender has not much effect on organisational commitment. Moreover, AI-Ajmi (2006) additionally found that there was no huge relation amongst gender and organisational commitment in his study. He questioned that men and ladies have a similar level of organisational commitment.

## **2.7 Research gap**

The aim of the present research is to study the effect of loneliness and emotional intelligence on organisational commitment. There have been studies conducted which lay emphasis of loneliness on job commitment or emotional intelligence on organisational commitment. Very few of them talk about the above variables together. Moreover the studies conducted showed the results on international employees. This study aims to measure on Indian employees working in organisations.

## **Chapter 3**

### **3.1 Motivation behind the study**

Loneliness and emotional intelligence are upcoming topic of interest for the researches in present time. As the time is changing, the mindsets of people towards life and work are also changing drastically. People require fulfilment in life through all perspectives encompassing them, yet there still lies a few variables which prompt dissatisfactions. Due to the commitment of employees is decreasing, this leads to negative outcomes. If the satisfaction of the employee is increased, the participation level would automatically increase.

To study loneliness on people is not a new idea for research but study on loneliness of employees working in organisations has got less emphasis. Emotional intelligence is also a vast idea. It is the key to both personal and professional success. The increasing rate of job burnouts and people's disinterest in the jobs with various factors attached has been the main idea which motivated me to do this study. In this study loneliness and emotional intelligence are taken to see its effect on organisational commitment.

### **3.2 Objective**

- 1) To study the relationship of loneliness and organisational commitment among working employees.
- 2) To study the relationship of emotional intelligence and organisational commitment among working employees.
- 3) To study gender differences in loneliness, EI and organisational commitment among working employees.

### **3.3 Hypothesis**

#### **Loneliness and organisational commitment**

For a person, loneliness is an idea which is against his tendency since an individual dependably needs social correspondence and social incorporation (Cacioppo and Patrick, 2008). When it is considered that the amount of social relationship is frequently influenced by the structure of the work or of the organization, it might be stated that the process of socialization expected in the workplace might frequently be hindered. This causes the

occurrence of a difference in the quality of the desired social relationship and in the development of work-based relationships. In this way, loneliness in the workplace manifests itself as sorrow resulting from the lack of interpersonal communication of good quality among the employees in the working environment (Wright, 2005). From another perspective, For a person, loneliness is an idea which is against his tendency since an individual is dependably needing social correspondence and social incorporation (Ernst and Cacioppo, 1999), some unpleasant experience of the lack of an individual's social relationships (Shaver and Brennan, 1991) or some subjective experience influenced by situational variables and **personality** traits (Rokach and Neto, 2005). Özçelik and Barsade (2011) state that employees' **loneliness** in the workplace triggers their emotional divergence from the establishment as a reflection of their decreasing affective commitment, thereby affecting their performance.

*H1: Loneliness in the workplace negatively affects organizational commitment.*

When considered in terms of organizational commitment, the important point in the three dimensions of organizational commitment is that the components are completely different from each other. In this sense, the affective commitment of an employee to the organization does not mean that he/she will have normative and continuance commitment (Ellis & Dick, 2003). In other words, the causes, relationships and consequences about commitment vary according to the dimensions of the concept (Meyer et al., 2002).

Thus the following hypothesis could be formulated:

*H1a: There is a negative relationship between loneliness and affective commitment.*

*H1b: There is a negative relationship between loneliness and continuance commitment.*

*H1c: There is a negative relationship between loneliness and normative commitment.*

## **Emotional intelligence and Organisational commitment**

Emotional intelligence has a huge relationship with employment comes about, for instance, work fulfilment and authoritative duty (Wong and Law, 2002). Those specialists which are not able to assess and direct their sentiments, as Abraham (1999) raises, have lower

commitment. Similarly, workers with high emotional intelligence, considered more committed towards organisations (Nikolaou and Tsaoasis, 2002), and have unrivaled at work.

A contemplate by Nikolaou and Tsaoasis, (2002) showed a strong association with a couple portions emotional commitment and organisational commitment. The results revealed that the use of sentiments in emotional intelligence had strong relation for organisational commitment in spite of the weak and ordinary relation between the control of emotions and understanding sentiments with author itative duty. Generally, positive relationship was found between enthusiastic knowledge and authoritative duty. In like manner, the specialists communicated that emotional intelligent is a key figure in extending organisational commitment.

In different study, Carmeli (2003) observed the positive relationship between affective commitments with emotional intelligence. Frankly, employees with high emotional intelligence, they have had more measures of affective responsibility and relation with organisation. In addition, there was a negative relationship between emotional intelligence and continuance responsibility. It was observed that there exist high positive relation between emotional knowledge and affective responsibility ( $B=0/23$ ,  $p<0/05$ ), yet the relationship between emotional intelligence and continuance duty was not imperative ( $B=-0/12$ ). This prompts to the following hypothesis:

*H2: There is a positive relationship between emotional intelligence and organisational commitment.*

When considered in terms of organizational commitment, the important point in the three dimensions of organizational commitment is that the components are completely different from each other. Therefore further formed hypothesis are:

*H2a: There is a positive relationship between emotional intelligence and affective commitment.*

*H2b: There is a positive relationship between emotional intelligence and continuance commitment.*

*H2c: There is a positive relationship between emotional intelligence and normative commitment.*

### **Gender difference and organisation**

Males are lonelier than females. However, a current review led in China uncovered that loneliness was moderately predominant among females and those living in rustic ranges (Yang & Victor, 2008). According to Bell (1991) and Aukett et al. (1988), Ladies' connections rely on upon emotional closeness, while men's relations concentrate on shared exercises. Other research recommends that ladies give and get more emotional support than do men. Men are probably not going to get emotional support from male companions and are probably not going to have numerous female companions (Booth, 1983). Indeed, males depend upon female family members for emotional support (Wellman & Wortley, 1989).

*H3: There is gender difference in loneliness and emotional intelligence.*

## Chapter 4

### Methodology

#### 4.1 Sample

The research sample consisted of one hundred people (N=100), divided into two groups. Group A=50, which consisted of male and Group B=50, which consisted of female. All of them were educated and were working with some private organisation. The age to be taken was 24 to 35 years old with a mean age of 25.84years (SD 1.97). The sample collected were from people working with some private organization such as Tech Mahindra, Yes Bank, Tivoli group of companies and other private firms.

#### 4.2 Research Design

The design of this research includes the following variables:

##### **Independent Variable**

- Loneliness
- Emotional Intelligence

##### **Dependent variable**

- Organisational commitment

#### 4.3 Tests and tools

*Trait Emotional Intelligence Questionnaire – Short Form (TEIQue-SF)*: A 30-item scale comprising of seven reactions to every statement from 'Totally Disagree' (number 1) to 'Totally Agree' (number 7). Reactions to the TEIQue-SF things are made on a Likert-sort scale (e.g. 1 =strongly differ and 7= emphatically concur); the aggregate scale scoring is determined by summing the score on everything in the scale (after switch scoring for negative things) and is utilized to find respondents on the inert quality continuum; the higher the score, the higher the characteristic EI of the person. Scores are accounted for in three diverse banding classes: Better than expected: incorporates scores that range from 70%-99%, Normal: 30%-69%, Underneath Normal: 1%-29%

The utilization of "normal" does not suggest that you can accomplish great or terrible scores on this poll. The rates demonstrate how you reacted as contrasted and the other individuals who filled in the survey amid its improvement. There is no set in stone method for utilizing passionate knowledge. There are sure and negative ramifications for all the diverse scores on this survey. As per a sample researched by Farzam Memar to decide legitimacy and dependability for TEIQue, inner consistency and test-retest both demonstrated scale reliabilities of 0.71 and 0.76. High relationship between's the TEIQue with Psychologist's. Scale indicated legitimacy in measuring emotional intelligence. TEIQue is additionally decidedly corresponded with the EQ-i. The instrument is accessible in 20 dialects.

*UCLA LONELINESS SCALE:* A 20-thing scale intended to quantify one's subjective sentiments of loneliness and additionally sentiments of social disengagement. Members rate everything as either "O" (I regularly feel along these lines), "S" (I in some cases feel thusly), "R" (I seldom feel along these lines), "N" (I never feel along these lines). The measure has been changed two times since its first distribution; once to make invert scored things, and once to rearrange the wording. The aggregate score is ascertained by finding the entirety of 20 things. Go – 0-60, with a higher score showing more loneliness. The reliability of the test is as per the following: Internal consistency – by Russell, Peplau, and Ferguson (1978) detailed a coefficient alpha of .96. Test-retest reliability quality over a two month time frame was ( $r = .73$ ). The validity of this scale states convergent validity - essentially related with different measures of loneliness. Construct validity - essentially identified with self-report of both loneliness and emotional intelligence (Russell et al., 1978).

*A Three-Component Organizational Commitment Questionnaire -By Natalie Allen and John Meyer:* Meyer and Allen's (1991) three-part model of duty is utilized to quantify the part of organisational commitment. It was divided into 3 sections, containing 8 inquiries in each part. Each pf the part portrayed the sort of responsibility i.e. affective, continuance and normative. The scale comprising of seven conceivable reactions to every announcement going from 'Totally Disagree' (number 1) to 'Totally Agree' (number 7).

#### **4.4 Data collection and procedure**

Information was gathered using self-regulated surveys to look at the issues since reactions could be effortlessly evaluated and compressed. Questionnaires were forwarded in the form of google doc and also were also used in the form of soft copies. Rapport was established

with the subjects who were approached individually. They were approached at their work placed. The purpose of the study was intensively explained to them. They were also asked about the confidentiality. They were also asked about the demographic information such as their name, age and gender.

## Chapter 5

### RESULT

**TABLE 1: Mean and S.D. values for all the variables**

	BOYS		GIRLS		TOTAL		
	Mean	S.D.	Mean	S.D.	Mean	S.D.	t-test
LONELINESS	12.88	10.379	14.72	12.088	13.85	11.254	0.88
EMOTIONAL INTELLIGENCE	148.88	23.717	144.08	21.756	146.19	22.749	-1.05
ORGANISATIONAL COMMITMENT							
• Affective commitment	33.8	7.351	34.74	7.585	34.29	7.440	0.581
• Continuance commitment	32.34	7.617	33.3	7.497	33.2	7.370	0.610
• Normative commitment	33.82	7.358	35.32	7.169	34.77	7.439	0.905

The means, standard deviations and t-test result for each variable were calculated, given in **Table 1**.

**TABLE 2: Correlation between Loneliness and the different types of Organisational commitment**

<b>CORRELATIONS</b>	<b>TOTAL</b>	<b>BOYS</b>	<b>GIRLS</b>
Loneliness and Affective Commitment	-0.159	-0.175	-0.148
Loneliness and Continuance Commitment	-0.106	-0.057	-0.118
Loneliness and Normative Commitment	-0.018	-0.024	-0.018

It could be depicted that there exists a negative correlation between loneliness and the various components of organisation commitment among different genders of employees of private organisation.

**TABLE 3: Correlation between Emotional Intelligence and various types of organisational commitment**

<b>CORRELATIONS</b>	<b>TOTAL</b>	<b>BOYS</b>	<b>GIRLS</b>
Emotional Intelligence and Affective Commitment	<b>0.367</b>	<b>0.423</b>	<b>0.317</b>
Emotional Intelligence and Continuance Commitment	<b>-0.019</b>	<b>-0.182</b>	<b>0.184</b>
Emotional Intelligence and Normative Commitment	<b>0.162</b>	<b>0.049</b>	<b>0.350</b>

As seen in the above table, it could be portrayed that there exists an appropriately positive relationship between emotional intelligence and overall organisational commitment and furthermore among various gender orientations. It is in like manner seen that the relationship of emotional intelligence is critical and positive for affective and normative commitment of organisational commitment, yet the relationship with continuation commitment is weaker. Be that as it may, special case comes on account of girls; girls have a positive relationship in all the three parts of relationship.

**TABLE 6: Emotional Intelligence data of males and females.**

	<b>Well Being</b>	<b>Self-Control</b>	<b>Emotionality</b>	<b>Sociability</b>
<b>Males</b>	69	0.333	-39.25	24.833
<b>Females</b>	62.833	3.5	-15.5	13.333

The above described table shows the values of boys and girls on various components of emotional intelligence.

## Chapter 6

### DISCUSSION

The present study examined the relationship of different variables. In particular, it explored the relationship between loneliness, emotional intelligence and organisational commitment in private organisations. Organisational commitment has dependably been an idea important to researchers yet its significance has risen extensively therefore of the changing business trends. This has given employees a go ahead opportunity to the different levels of organisation in the present time frame. Accordingly, job commitment has become the dominant focal point as an idea of supreme significance for organisations.

Loneliness of employees is another unexplored area of research. Its impacts on the method for employee's life and legitimate operations have been appeared but in a limited manner. In this review, it is recognized that loneliness at work unfavourably impacts specialist's point of view, starting low responsibility in the organisation and a yearning not to remain in it. Another variable which has been taken in this study is Emotional Intelligence. Emotional Intelligence in basic dialect is the capacity to think of one as' own and other individuals' feelings, to recognize different feelings and mark them in similar manner. Feelings assume a decent part in real life development and leading our conduct.

The outcomes from this study revealed an altogether negative relation between loneliness and organisational commitment that if the worker's loneliness level increases, it diminishes the worker's dedication and build the goals of leaving the employment. Further analysis of components of job commitment and loneliness uncovers a negative relationship as well. The relation between loneliness and affective commitment is negative (- 0.159), thus accepting our hypothesis, H1a. Affective commitment alludes to a worker's sentiments and feelings connected with the organisation. A person who is affectively dedicated emphatically relates to the objectives and target of the organisation. It highlights loneliness has a negative effect; it could demolish the relationship of the worker and the organisation. In Continuance responsibility people are focused on the organisation due to incidental interests not due to a general constructive feeling. Employees remain committed because they have to. The employee here is mean and harsh and needs to pick up advance for his own particular reason.

In the event that the organization doesn't give right motivations, right cash bundles and exercises to their workers, it may wind up with negative relationship of employee with the organisation. Subsequently the person may go into stress and feel lonely in light of the fact that his thought processes are not being satisfied. In this review, by accepting the hypothesis H1b, henceforth we could state that loneliness has negative relation with continuance commitment. The relationship amongst loneliness and continuance commitment is - 0.106.

The third type of commitment is normative commitment. It states to worker's commitment to stay in the organisation as an ethical obligation. In this review we have found a negative relationship between normative commitment and loneliness (- 0.018), accepting the H1c hypothesis. This commitment fortifies worker maintenance notwithstanding when the organisation faces unfavourable conditions. They may likewise confront interior sanctions—like esteem judgments about their execution in the company—that make them feel bad.

Loneliness in working life, dissimilar to general loneliness, might be dynamic just in the workplace. A person who has fulfilling and solid relations in his everyday life and does not encounter loneliness experiences issues and in setting up social relations and accepting social support. This circumstance may make the individual experience the sentiment loneliness and decrease in his work life (Dogan, Cetin and Sungur, 2009). Lam and Lau (2012) expressed that encountering loneliness will bring about lower quality pioneer part and organisation part trades at work and those employees will be more terrible at in-parts and additional parts in their work environments.

The outcomes of this research additionally showed a positive relationship between emotional intelligence and three segments of organisational commitment. This implies as emotional intelligence increases the organisational commitment meets an expansion and the other way around. In the review, employees who have higher level of emotional intelligence showed affective and normative commitment. It is measurably found that emotional intelligence is positively related to affective commitment (0.367) and normative commitment (0.162) and however is negatively related with continuance commitment (- 0.019).

The positive and statistically significant relationship of emotional intelligence and affective commitment (0.3672) demonstrates that employees who have positive significance of emotional intelligence tend be more dedicated to their organisations, consequently accepting hypothesis H2a. They develop extraordinary working organisations, are liberal while going up against emotional works circumstances or passionate work weight and can manage the

odd opinions and emotions without causing to lose their anger. They may deal work-family conflicts befittingly.

It was found that continuance commitment is the only one variable which is negatively related to organisational commitment, rejecting the hypothesis H2b. Continuation alludes to responsibility which happens once individuals base their relationship with the organisation on what they're getting correspondingly for his or her endeavours. In this review things being what they are the continuation duty is contrarily identified with occupation conferred, subsequently dismissing our hypothesis.

Normative commitment regarding the utilizing organisation may likewise be decidedly influenced by emotional intelligence (H2c), with individuals feeling obliged and ethically bound to their organisation.

Emotional intelligence is the absolute best indicator of work performance in the working environment and the most grounded driver of administration and individual perfection. When we increase our successful utilization of emotional intelligence, we will expand our capacity to grow more strong, putting stock seeing someone in our business field. Relationships are so essential to our achievement in business—and not only our organisation with customers. Our inward relationships, the ones we have with our partners and colleagues, are similarly essential. They can represent the deciding moment us. Furthermore, the nature of our inward relations decides the adequacy of our organisational societies.

The study conducted demonstrated that males and females differ in the levels of loneliness (Avery, 1982; Davis & Franzoi, 1986; Russell et al., 1980). The present study concluded that there exists no gender difference in the level of loneliness ( $t(99)=0.88$ ,  $p<0.05$ ), emotional intelligence ( $t(99)= -1.05$ ,  $p<0.05$ ) and Organisational commitment. Thus, rejecting hypothesis H3. Organisational commitment is exceptionally profitable. Studies have highlighted that dedication greatly affects the effective execution of an organisation. This is on account of an exceptionally dedicated worker who will relate to the objectives and estimations of the organisation, and wants to have a place with the organisation and will show more commitment. In the event that employees are very happy with their work, organisation's pay, and supervision and abnormal state of general occupation fulfilment with their employments they will probably be focused on the organisation than if they are not fulfilled (Warsi, Fatima and Sahibzada, 2009).

Whereas, From the table 6, it could be effectively observed that men score higher in wellbeing and sociability, while females score higher in self-control and emotionality. It is said men are great at keeping up groups of friends and manufacture relationship and look after them. They know how to deal with circumstances at the opportune time and correct place, while ladies are consider weaker in it. Ladies do not have the energy of building social relations. There could be numerous individual or social reasons for it.

Then, from table 6 it is observed that females score higher in self-control and emotionality. Women are viewed as feeble however they know how to adjust their feelings. At times when a woman is feeling low, she believes in sharing her emotions and equalizes herself up. Though men never share their feelings and they would rather hush up about it inside rather than taking it out. This is something which is going from hundreds of years.

## Chapter 7

### 7.1 Summary and conclusion

This study has demonstrated the relationship between loneliness, emotional intelligence and organisational commitment. The previous studies reported that the relationship between emotional intelligence and organisational commitment, however very few studies focused on exploring the effect of loneliness. It was found in the present study that:

1. There is a negative relationship between loneliness and each one of the factor of organisational commitment
  - a) There is a negative relationship between loneliness and affective commitment.
  - b) There is a negative relationship between loneliness and continuance commitment.
  - c) Also, there is a negative relationship between loneliness and normative commitment.
2. It was also found that there is a positive relationship between emotional intelligence and all the factors of organisational commitment.
  - a) There is a positive relationship between emotional intelligence and affective commitment.
  - b) There is a positive relationship between emotional intelligence and continuance commitment.
  - c) There is a positive relationship between emotional intelligence and normative commitment.
3. Thirdly it was found that there exists no gender difference in loneliness, emotional intelligence and organisational commitment.

### 7.2 Significance

This study highlights the significance of loneliness, emotional intelligence and organisations employees. The knowledge of these variables can enhance the efficiency of the employees in the organization. The employee decides their existence in the organisation. In the present situation, an ever increasing number of individuals are refraining to work in private organizations. The reasons are numerous; it may be a direct result of work pressure, absence

of emotional connection, feeling clumsy, social separation, depression, and so on. The organisation should create multi facet facilities to satisfy their employees.

Social exercises and trainings identified with social relations (e.g. conflict management, enhancing social capacities) can be masterminded to enhance social cooperation among employees. Skill trainings ought to be provided to workers to improve emotional intelligence. Stress, burnouts, weight and heap of work are making individuals not to focus on their work and organisation. Therefore, different trainings and methods could be given.

In the work environment, a fear of responsibility and commitment may lead a person to maintain a strategic distance from or dismiss long-term undertakings or assignments. This conduct could negatively affect the employee's execution or general effectiveness. Improving the organization style and the working conditions, keeping up a friend circle, and the feeling of gratefulness give positive commitments to the occupation fulfilment of an employee. The changing work environment and global challenges are significantly affecting organisational commitment. The present study sheds some light in that direction. This information can be beneficial to enhance the wellbeing and effective functioning of the employees.

### **7.3 Limitations**

This study has constraints in view of the sample, this study comprised of private organization employees only though public sector is facing equal challenges these days. The results can be more accurate with larger sample size. It was a self-reported survey. People hesitated to fill the form considering its length and variables. From the present study findings it could be noted that there are other factors as well which can influence commitment level of employees.

### **7.4 Future Scope**

In the present study the sample size was limited and only people working with private organisations were taken. Therefore, further studies can be conducted on a larger group of people and cross cultural studies can be conducted. Various other variables can be used in further studies to measure organisational behaviour. Further, demographic variables such as age, marital status etc. are considered important predictors, therefore in the workplace considering it can be meaningful in further studies. Longitudinal research is expected to

analyse the direction of commitment in the organisations. In addition, studies highlighting the relationship of these variables in different organizations can be conducted.

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## APPENDIX A

### UCLA LONELINESS SCALE

**INSTRUCTION: Indicate how often each of the statements below is descriptive of you.**

**O indicates “I often feel this way”                      S indicates “I sometimes feel this way”**

**R indicates “I rarely feel this way”                      N indicates “I never feel this way”**

1. I am unhappy doing so many things alone

**O      S      R      N**

2. I have nobody to talk to

**O      S      R      N**

3. I cannot tolerate being so alone

**O      S      R      N**

4. I lack companionship

**O      S      R      N**

5. I feel as if nobody really understands me

**O      S      R      N**

6. I find myself waiting for people to call or write

**O      S      R      N**

7. There is no one I can turn to

**O      S      R      N**

8. I am no longer close to anyone

**O      S      R      N**

9. My interests and ideas are not shared by those around me

**O      S      R      N**

10. I feel left out

**O      S      R      N**

11. I feel completely alone

**O      S      R      N**

12. I am unable to reach out and communicate with those around me

**O S R N**

13. My social relationships are superficial

**O S R N**

14. I feel starved for company

**O S R N**

15. No one really knows me well

**O S R N**

16. I feel isolated from others

**O S R N**

17. I am unhappy being so withdrawn

**O S R N**

18. It is difficult for me to make friends

**O S R N**

19. I feel shut out and excluded by others

**O S R N**

20. People are around me but not with me

**O S R N**

## APPENDIX B

### TEIQue-SF

1. Expressing my emotions with words is not a problem for me.	1	2	3	4	5	6	7
2. I often find it difficult to see things from another person's viewpoint.	1	2	3	4	5	6	7
3. On the whole, I'm a highly motivated person.	1	2	3	4	5	6	7
4. I usually find it difficult to regulate my emotions.	1	2	3	4	5	6	7
5. I generally don't find life enjoyable.	1	2	3	4	5	6	7
6. I can deal effectively with people.	1	2	3	4	5	6	7
7. I tend to change my mind frequently.	1	2	3	4	5	6	7
8. Many times, I can't figure out what emotion I'm feeling.	1	2	3	4	5	6	7
9. I feel that I have a number of good qualities.	1	2	3	4	5	6	7
10. I often find it difficult to stand up for my rights.	1	2	3	4	5	6	7
11. I'm usually able to influence the way other people feel.	1	2	3	4	5	6	7
12. On the whole, I have a gloomy perspective on most things.	1	2	3	4	5	6	7
13. Those close to me often complain that I don't treat them right.	1	2	3	4	5	6	7
14. I often find it difficult to adjust my life according to the circumstances.	1	2	3	4	5	6	7
15. On the whole, I'm able to deal with stress.	1	2	3	4	5	6	7
16. I often find it difficult to show my affection to those close to me.	1	2	3	4	5	6	7
17. I'm normally able to "get into someone's shoes" and	1	2	3	4	5	6	7

experience their emotions.							
18. I normally find it difficult to keep myself motivated.	1	2	3	4	5	6	7
19. I'm usually able to find ways to control my emotions when I want to.	1	2	3	4	5	6	7
20. On the whole, I'm pleased with my life.	1	2	3	4	5	6	7
21. I would describe myself as a good negotiator.	1	2	3	4	5	6	7
22. I tend to get involved in things I later wish I could get out of.	1	2	3	4	5	6	7
23. I often pause and think about my feelings.	1	2	3	4	5	6	7
24. I believe I'm full of personal strengths.	1	2	3	4	5	6	7
25. I tend to "back down" even if I know I'm right.	1	2	3	4	5	6	7
26. I don't seem to have any power at all over other people's feelings.	1	2	3	4	5	6	7
27. I generally believe that things will work out fine in my life.	1	2	3	4	5	6	7
28. I find it difficult to bond well even with those close to me.	1	2	3	4	5	6	7
29. Generally, I'm able to adapt to new environments.	1	2	3	4	5	6	7
30. Others admire me for being relaxed.	1	2	3	4	5	6	7

## APPENDIX C

### A Three-Component Organizational Commitment Questionnaire

By Natalie Allen and John Meyer

Instructions:

Listed below are comments about how people may feel about their organizations. Using the seven-point scale provided, please indicate your level of agreement or disagreement with each comment. Scale: (1) strongly disagree, (2) moderately disagree, (3) slightly disagree, (4) neither disagree nor agree, (5) slightly agree, (6) moderately agree, and (7) strongly agree. An “(R)” denotes a negatively phrased and reverse-scored item

#### Affective Commitment Scale Items

1. I would be very happy to spend the rest of my career with this organization.
2. I enjoy discussing my organization with people outside it.
3. I really feel as if this organization’s problems are my own.
4. I think that I could easily become as attached to another organization as I am to this one.  
(R)
- ) 5. I do not feel like ‘part of the family’ at my organization. (R)
6. I do not feel ‘emotionally attached’ to this organization. (R)
7. This organization has a great deal of personal meaning for me.
8. I do not feel a strong sense of belonging to my organization.

#### Continuance Commitment Scale Items

1. I am not afraid of what might happen if I quit my job without having another one lined up.  
(R)

2. It would be very hard for me to leave my organization right now, even if I wanted to.
3. Too much in my life would be disrupted if I decided I wanted to leave my organization now.
4. It wouldn't be too costly for me to leave my organization now. (R)
5. Right now, staying with my organization is a matter of necessity as much as desire.
6. I feel that I have too few options to consider leaving this organization. (R) 21
7. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.
8. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have.

#### **Normative Commitment Scale Items**

1. I think that people these days move from company to company too often.
2. I do not believe that a person must always be loyal to his or her organization. (R)
3. Jumping from organization to organization does not seem at all unethical to me. (R)
4. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.
5. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.
6. I was taught to believe in the value of remaining loyal to one organization.
7. Things were better in the days when people stayed with one organization for most of their careers.
8. I do not think that wanting to be a “company man” or “company woman” is sensible anymore. (R)

