

The Role of Emotional Intelligence on Organisational Commitment among Teaching Faculty in Higher Education Institutions

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THE ROLE OF EMOTIONAL INTELLIGENCE ON ORGANISATIONAL COMMITMENT AMONG TEACHING FACULTY IN HIGHER EDUCATION INSTITUTIONS

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Abstract

Emotional Intelligence has gained momentum in research in recent decades and has been considered a major foundational construct to predict various factors like leadership, employee behaviour, adaptability and organisational commitment. Although many dimensions of organisational behaviour are being studied by researchers, emotional intelligence remains a crucial element among them. This study has been conducted on 510 teaching faculty of higher education institutions in and around Chennai and helps in identifying the influence of emotional intelligence in predicting organisational commitment among teaching faculty. The analysis is done using IBM SPSS. The findings reveal that emotional intelligence plays a major role in influencing organisational commitment among the teaching faculty.

Keywords: Emotional Intelligence, organisational commitment, Teaching Faculty, educational institutions

Introduction

Emotional Intelligence can be defined as understanding and responding to one's own emotions and the emotions of other people around us. It is basically being intelligent in controlling and managing emotions based on the situation effectively. It is also seen as a measure of personal competence (Gopinath et al., 2020). Emotional Intelligence is also considered as one of the major predictors of many factors like stress management, leadership, career development, interpersonal relationships and so on., According to Wong & Law (2004), measurement of Emotional Intelligence is done under four categories, such as Self-emotions appraisal, Regulation of emotions, use of emotion and others' emotion appraisal.

Organisational commitment, on the other hand, is the level of loyalty and dedication a person has towards an organisation. It has generally been seen as an outcome of various factors, especially emotional intelligence. It is also considered to predict various outcomes like

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employee behaviour, job satisfaction and achieving the overall goals of the organisation. These factors are also considered important to manage stress in organisations to a great extent (Gopinath 2014). Not only are today's organisations very demanding, but even educational institutions put forth great demands on their faculty. They experience pressure from the management to keep up the quality of education, as well as the increasing standards and high stress in managing and educating the students. To cope up with both the demands, teachers have to be emotionally strong and intelligent. However stress they undergo, they need to choose words to speak and interact diligently with the students.

As mentioned by Shafiq & Akram Rana (2016), Emotional Intelligence is related to all three components of organisational commitment, like affective, normative and continuance commitment. It has been found in studies that people with better emotional intelligence have more organisational commitment. (Moradi & Ardahaey, 2011). In today's dynamic work environment, managing emotional demands and social relationships have become vital for overall organisational performance (Isahola, 2026).

Objectives of the study

1. To assess the level of emotional intelligence and organisational commitment among teaching faculty of higher education institutions.
2. To analyse the extent to which emotional intelligence can predict organisational commitment among teaching faculty.
3. To provide suggestions for higher education institutions on improving the emotional quotient of faculty members to strengthen organisational commitment

Hypotheses

H1: Emotional intelligence significantly influences organisational commitment among teaching faculty

H2: Emotional intelligence has a positive direct effect on Organisational Commitment among teaching faculty

H3: Teaching faculty with higher levels of emotional intelligence will exhibit higher levels of organisational commitment.

Review of Literature

Schutte & Loi (2014) have explained that emotional intelligence is a major difference between individuals in understanding and adapting to emotional functioning, perception and regulation of emotions in the workplace. Brunetto et al., in their studies, have proved that increased emotional intelligence results in increased psychological wellbeing insignificant of age. The study also proves that higher emotional intelligence results in stronger organisational commitment

Dogru (2022) in his meta-analysis has found a significant positive relationship between EI and Organizational commitment, organisational citizenship behaviour and job satisfaction, while showing a negative relationship with job stress. Shafiq and Rana (2024) in their research on college teachers in Pakistan found a positive moderate relationship between EI and OC. Regression analysis showed that EI demonstrated that 23.9% of the variance in OC, showing its predictive power in academic settings.

Tegegne (2024), in their research in the higher education sector on Ethiopian public university instructors, revealed that EI with effective communication positively predicted OC. This study concluded that EI can improve commitment through improved interpersonal relationships. Al-Oweidat et.al. (2023) in their studies on Jordanian Nurses has reported a moderately strong positive correlation between EI and other dimensions of OC but mainly through the affective commitment.

Research Methodology

Developing the Research Instruments:

The research instrument for the study was developed by adapting measures from the existing body of literature. In total, 16 items were used to measure the emotional intelligence, divided into four categories: Self-emotion appraisal, Regulation of emotions, use of emotion and others' emotion appraisal (Wong & Law, 2004). Organisational Commitment has been measured by using the Allen and Meyer scale (1990).

A Descriptive study was done on 300 faculty members of various colleges across Chennai City. Data was analysed using IBM SPSS.

Analysis

Emotional Intelligence - Data Analysis and Interpretation

Reliability Analysis for Emotional Intelligence

Cronbach's alpha is a commonly used technique to test and establish the reliability of the research instrument.

Reliability Statistics	
Cronbach's Alpha	Number of Items
.910	16

The obtained Cronbach's alpha score is **0.910**, indicating that the scale demonstrates high internal consistency and reliability. As a general guideline, values below 0.6 are considered poor, scores between 0.6 and 0.7 are acceptable, and values above 0.7 are regarded as good.

Exploratory Factor Analysis (EFA):

In this, Exploratory Factor Analysis is done to identify the important factors that influence the Employee Attitude. There are 16 statements that were taken for the analysis

KMO value:

KMO value is a measure of sample adequacy. If the KMO value is greater than 0.5, the number of samples is sufficient.

KMO and Bartlett's

Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.902
Approx. Chi-Square		4285.806
Bartlett's Test of Sphericity	df	120
	Sig.	.000

The above-mentioned table indicates the KMO factor obtained after the analysis with 510 samples. Since the KMO value obtained (**0.902**) is greater than 0.5, the number of samples taken for the analysis is sufficient.

Eigen Values:

An eigenvalue is a measure of the sum of variances of the variables present in a factor. In this analysis, there are **four factors** extracted, which is greater than one, and the extracted factor Cumulative percentage is **69.453%**, which is significant since it's greater than 60%.

Total Variance Explained

Comp onent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Tota l	% of Variance	Cumulative %	Tota l	% of Variance	Cumulative %	Tota l	% of Variance	Cumulative %
1	6.900	43.128	43.128	6.900	43.128	43.128	2.872	17.948	17.948
2	1.812	11.327	54.454	1.812	11.327	54.454	2.870	17.938	35.885
3	1.255	7.845	62.300	1.255	7.845	62.300	2.749	17.180	53.065
4	1.145	7.154	69.453	1.145	7.154	69.453	2.622	16.388	69.453
5	.711	4.441	73.895						
6	.538	3.360	77.254						
7	.528	3.300	80.555						
8	.476	2.977	83.532						
9	.432	2.698	86.230						
10	.427	2.666	88.896						
11	.360	2.249	91.145						
12	.334	2.085	93.229						
13	.310	1.935	95.164						
14	.298	1.863	97.027						
15	.248	1.549	98.576						
16	.228	1.424	100.000						

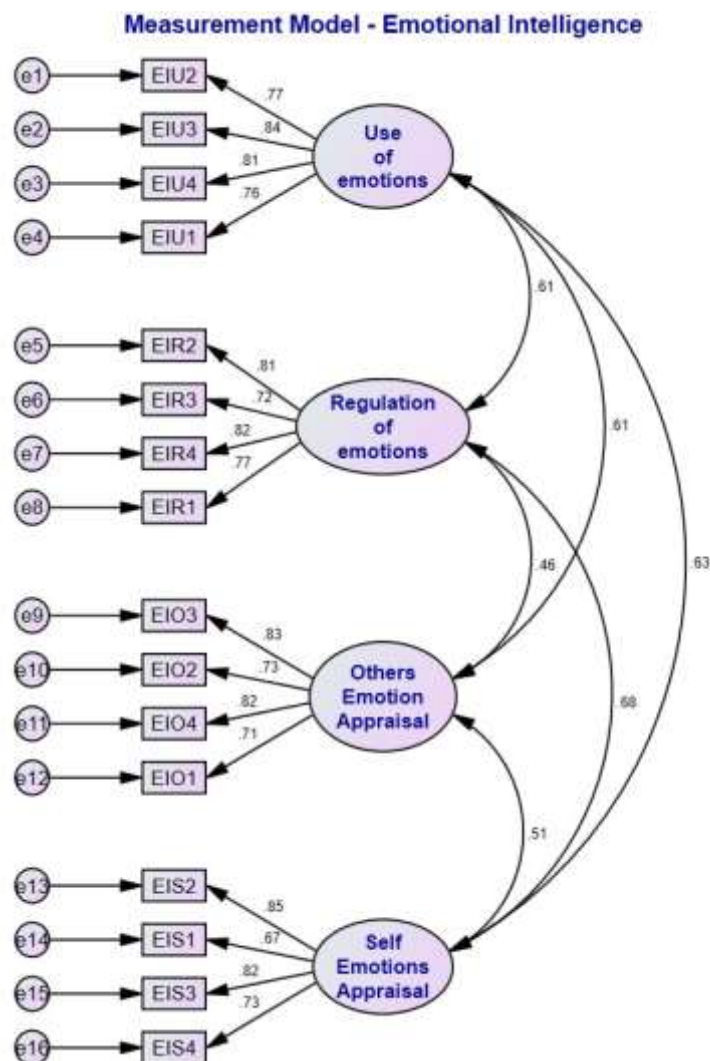
Rotated Factor Matrix:

Varimax rotation is an orthogonal rotation of the factor axes to maximise the variance of the squared loadings of a factor (column) on all the variables (rows) in a factor matrix, which has the effect of differentiating the original variables by extracted factor. A varimax solution yields results which make it as easy as possible to identify each variable with a single factor. In this analysis, all 16 statements were retained.

Confirmatory Factor Analysis – Measurement Model of Emotional Intelligence

A measurement model was developed for the constructs, illustrating the covariance between latent variables and the regression weights of the indicators within their respective factor structures.

	Component			
	1	2	3	4
EIU2	.807			
EIU3	.782			
EIU4	.761			
EIU1	.719			
EIR2		.796		
EIR3		.785		
EIR4		.740		
EIR1		.721		
EIO3			.822	
EIO2			.814	
EIO4			.795	
EIO1			.657	
EIS2				.802
EIS1				.784
EIS3				.723
EIS4				.631



Results of Goodness of Fit

Indices	X ² /df	P	GFI	AGFI	NFI	TLI	CFI	RMSEA	RMR
Model Value	2.066	.000	.925	.998	.940	.961	.918	.044	.075
Recommended Value	<3.0	>0.05	>0.90	>0.90	>0.90	>0.90	>0.95	<0.05	<0.05

The table above provides the values of the goodness-of-fit indices. The x²/df values are 2.066, P value is 0.000, GFI is 0.925, AGFI is 0.998, NFI is .940, TLI is 0.961, CFI is .918, RMSEA is 0.044, and RMR is 0.075. All these values fall well within the acceptable limits and therefore support the conclusion that the model's validity results are acceptable. This validates that the data set reasonably fits the suggested Measurement model of emotional intelligence.

Standardised Regression Weights

Indicator	Latent Construct	Standardised Estimate	P-value
EIU2	Use of Emotions	0.766	—
EIU3	Use of Emotions	0.837	***
EIU4	Use of Emotions	0.810	***
EIU1	Use of Emotions	0.759	***
EIR2	Regulation of Emotions	0.812	—
EIR3	Regulation of Emotions	0.716	***
EIR4	Regulation of Emotions	0.820	***
EIR1	Regulation of Emotions	0.768	***
EIO3	Others' Emotion Appraisal	0.830	—
EIO2	Others' Emotion Appraisal	0.729	***
EIO4	Others' Emotion Appraisal	0.822	***
EIO1	Others' Emotion Appraisal	0.714	***
EIS2	Self-Emotion Appraisal	0.851	—
EIS1	Self-Emotion Appraisal	0.667	***
EIS3	Self-Emotion Appraisal	0.816	***
EIS4	Self-Emotion Appraisal	0.731	***

Standardised factor loadings above 0.60 indicate acceptable convergent validity. "***" denotes statistical significance at $p < 0.001$. Items with blank p-values are reference indicators whose loadings were fixed for model identification.

The standardised regression weights were all above the threshold value of .4, which is the recommended threshold.

The measurement errors or residual variances that have an impact on observed scores. These errors are not correlated as their means are assumed to be equal to zero.

The corresponding covariance parameter between the factors (with two-headed arrows). These covariance parameters shown in the measurement model are quite low ranging from .00 to .25, showing evidence of the discriminant validity of the measures.

Organisational Commitment

Reliability Analysis for Organisational Commitment

Reliability Statistics	
Cronbach's Alpha	Number of Items
.820	14

The obtained Cronbach's alpha score is **0.820**, indicating that the scale demonstrates high internal consistency and reliability.

Exploratory Factor Analysis (EFA):

In this, Exploratory Factor Analysis is done to identify the important factors that influence the Organisational Commitment. There are 14 statements taken for the analysis of the **KMO value**:

KMO value is a measure of sample adequacy.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.895
Approx. Chi-Square		6558.714
Bartlett's Test of Sphericity	df	91
Sig.		.000

The above-mentioned table indicates the KMO factor obtained after the analysis with 510 samples. Since the KMO value obtained (**0.895**) is greater than 0.5, the number of samples taken for the analysis is sufficient.

Eigen Values:

An eigen value is a measure of the sum of variances of the variables present in a factor. In this analysis, three **factors** were extracted, which is greater than one, and the extracted factor Cumulative percentage is **82.957%**, which is significant since it's greater than 60%.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.300	30.711	30.711	4.300	30.711	30.711	4.146	29.614	29.614
2	3.995	28.539	59.250	3.995	28.539	59.250	4.049	28.924	58.538
3	3.319	23.707	82.957	3.319	23.707	82.957	3.419	24.419	82.957
4	0.330	2.357	85.314	—	—	—	—	—	—
5	0.262	1.869	87.183	—	—	—	—	—	—
6	0.242	1.729	88.912	—	—	—	—	—	—
7	0.236	1.683	90.595	—	—	—	—	—	—
8	0.220	1.572	92.167	—	—	—	—	—	—
9	0.212	1.514	93.681	—	—	—	—	—	—
10	0.205	1.467	95.148	—	—	—	—	—	—
11	0.190	1.358	96.506	—	—	—	—	—	—
12	0.176	1.254	97.760	—	—	—	—	—	—
13	0.165	1.178	98.937	—	—	—	—	—	—
14	0.149	1.063	100.000	—	—	—	—	—	—

Extraction Method: Principal Component Analysis (PCA).

Interpretation: Three components with eigenvalues greater than 1 were retained. Together, these three components explain **82.957%** of the total variance. After rotation, the variance explained by the three components is distributed more evenly (29.614%, 28.924%, and 24.419%, respectively), while the cumulative variance explained remains **82.957%**.

Rotated Factor Matrix:

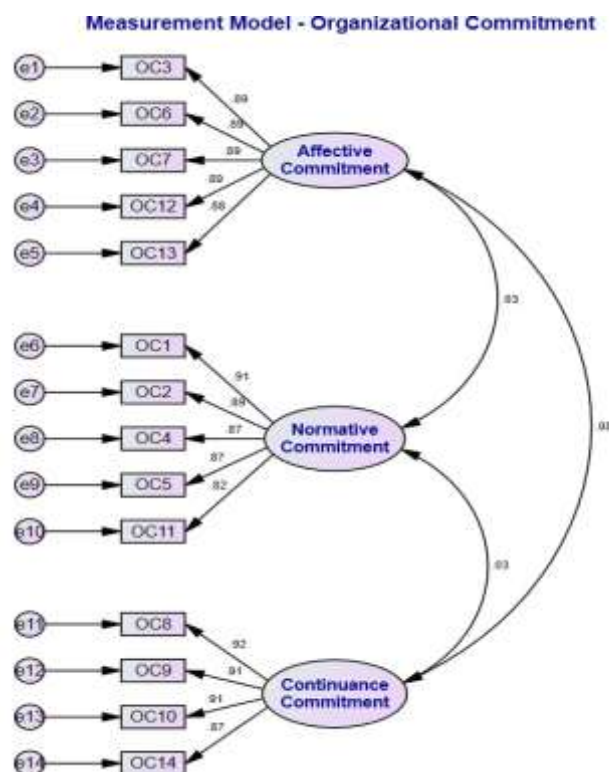
The rotated factor matrix can be used to assign the variables to the suitable factors. The sum of Eigen values is not affected by rotation, but rotation will alter the Eigen values (and percent of variance explained) of particular factors and will change the factor loadings.

Rotated Component Matrix

Varimax rotation. In this analysis, 14 statements were retained
Measurement Model of Organisational Commitment

A measurement model was developed for the constructs, illustrating the covariance between latent variables and the regression weights of the indicators within their respective factor structures. Measurement models are particularly useful as they not only display covariance relationships but also account for measurement errors, thereby providing a more accurate representation of the underlying constructs. The image below presents the measurement model for the *Organisational Commitment* construct

	Component		
	1	2	3
OC3	.914		
OC6	.910		
OC7	.910		
OC12	.909		
OC13	.907		
OC1		.921	
OC2		.913	
OC4		.900	
OC5		.894	
OC11		.866	
OC8			.932
OC9			.928
OC10			.926
OC14			.908



Results of Goodness of Fit

Indices	X ² /df	P	GFI	AGFI	NFI	TLI	CFI	RMSEA	RMR
Model Value	1.032	.403	.979	.970	.898	.996	.996	.008	.012
Recommended Value	<3.0	>0.05	>0.90	>0.90	>0.90	>0.90	>0.95	<0.05	<0.05

The table above provides the values of the goodness-of-fit indices. The x²/df values are 1.032, P value is 0.403, GFI is 0.979, AGFI is 0.970, NFI is 0.898, TLI is 0.996, CFI is .996, RMSEA is 0.008, and RMR is 0.012. All these values fall well within the acceptable limits and therefore support the conclusion that the model's validity results are acceptable. This validates that the data set reasonably fits the suggested Measurement model of the Organisational Commitment.

Standardised Regression Weights: (Group number 1 - Default model)

Item	Relationship	Construct	Estimate	P-value
OC3	←	Affective Commitment	0.893	—
OC6	←	Affective Commitment	0.894	***
OC7	←	Affective Commitment	0.890	***
OC12	←	Affective Commitment	0.891	***
OC13	←	Affective Commitment	0.882	***
OC1	←	Normative Commitment	0.908	—
OC2	←	Normative Commitment	0.892	***
OC4	←	Normative Commitment	0.873	***
OC5	←	Normative Commitment	0.870	***
OC11	←	Normative Commitment	0.818	***
OC8	←	Continuance Commitment	0.918	—
OC9	←	Continuance Commitment	0.911	***
OC10	←	Continuance Commitment	0.906	***
OC14	←	Continuance Commitment	0.873	***

The *** indicates statistical significance at $p < 0.001$. The first indicator of each latent construct is fixed as the reference item; therefore, no p-value is reported for those paths.

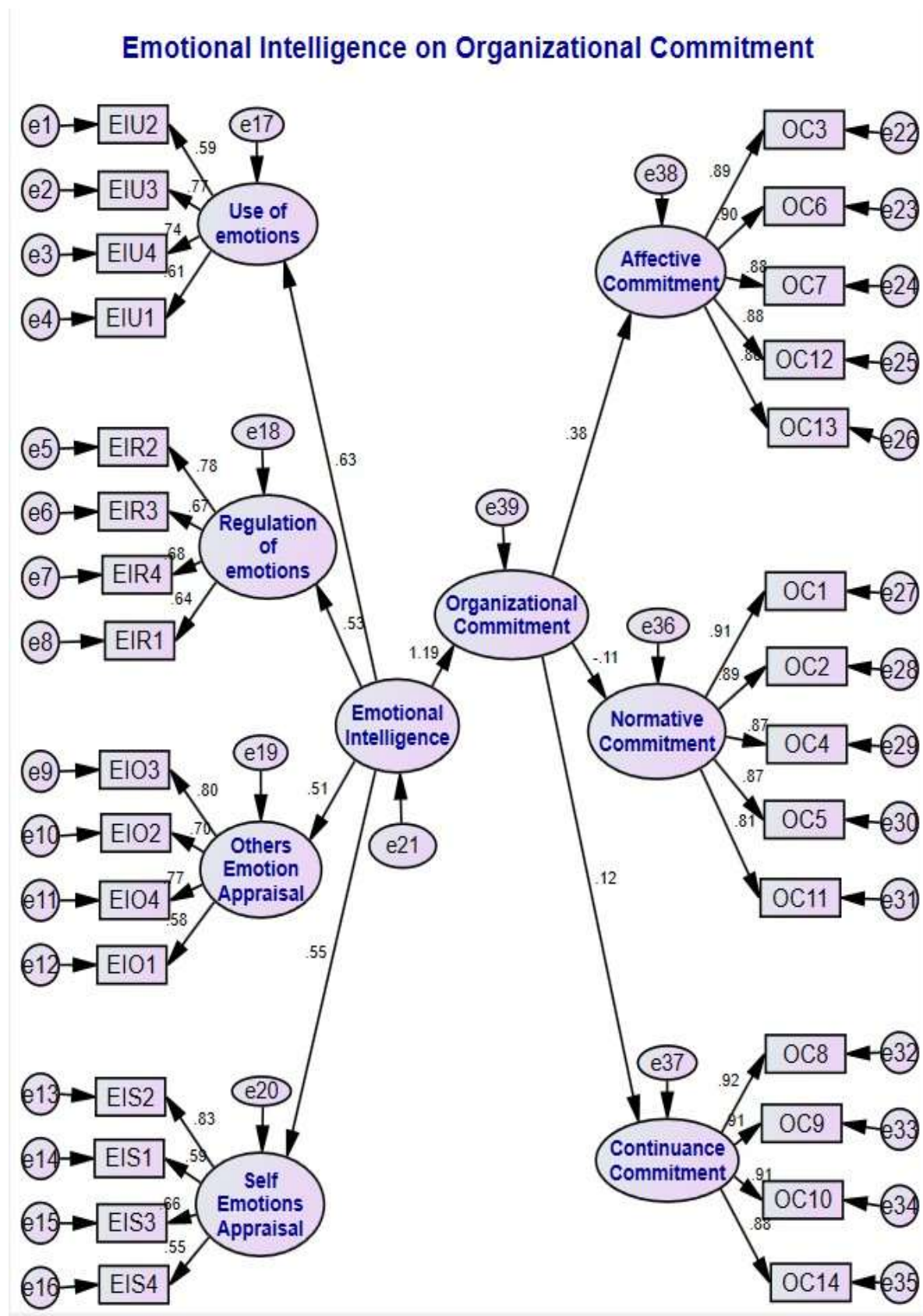
The standardised regression weights were all above the threshold value of .4, which is the recommended threshold.

The measurement errors or residual variances have an impact on observed scores. These errors are not correlated as their means are assumed to be equal to zero.

The corresponding covariance parameter between the factors (with two-headed arrows). These covariance parameters shown in the measurement model are quite low ranging from .00 to .25, showing evidence of the discriminant validity of the measures.

Direct effect

Measurement Model of Emotional Intelligence on Organisational Commitment



Results of Goodness of Fit

Indices	X ² /df	P	GFI	AGFI	NFI	TLI	CFI	RMSEA	RMR
Model Value	1.711	.000	.911	.970	.812	.866	.996	.037	.151
Recommended Value	<3.0	>0.05	>0.90	>0.90	>0.90	>0.90	>0.95	<0.05	<0.05

The table provides the values for goodness-of-fit indices. The x²/df values are 1.711, P value is 0.000, GFI is 0.911, AGFI is 0.896, NFI is 0.812, TLI is 0.866, CFI is .996, RMSEA is 0.037, and RMR is 0.151. All these values fall well within the acceptable limits and therefore support the conclusion that the model's validity results are acceptable. This validates that the data set reasonably fits the suggested Measurement model of the Emotional Intelligence on Organisational Commitment.

Table: Standardised Regression Weights of the Structural and Measurement Model

Dependent Variable	Relationship	Independent Variable	Estimate	P-value
Organizational Commitment	←	Emotional Intelligence	1.192	—
Use of Emotions	←	Emotional Intelligence	0.630	—
Regulation of Emotions	←	Emotional Intelligence	0.534	***
Others' Emotion Appraisal	←	Emotional Intelligence	0.513	***
Self-Emotions Appraisal	←	Emotional Intelligence	0.545	***
Affective Commitment	←	Organizational Commitment	0.383	—
Normative Commitment	←	Organizational Commitment	-0.112	0.104
Continuance Commitment	←	Organizational Commitment	0.122	0.070
EIU2	←	Use of Emotions	0.593	—
EIU3	←	Use of Emotions	0.767	***
EIU4	←	Use of Emotions	0.744	***
EIU1	←	Use of Emotions	0.608	***
EIR2	←	Regulation of Emotions	0.778	—
EIR3	←	Regulation of Emotions	0.668	***
EIR4	←	Regulation of Emotions	0.681	***
EIR1	←	Regulation of Emotions	0.636	***
EIO3	←	Others' Emotion Appraisal	0.802	—
EIO2	←	Others' Emotion Appraisal	0.702	***
EIO4	←	Others' Emotion Appraisal	0.772	***
EIO1	←	Others' Emotion Appraisal	0.582	***
EIS2	←	Self-Emotions Appraisal	0.831	—
EIS1	←	Self-Emotions Appraisal	0.588	***
EIS3	←	Self-Emotions Appraisal	0.662	***

EIS4	←	Self-Emotions Appraisal	0.551	***
OC3	←	Affective Commitment	0.886	—
OC6	←	Affective Commitment	0.896	***
OC7	←	Affective Commitment	0.885	***
OC12	←	Affective Commitment	0.883	***
OC13	←	Affective Commitment	0.875	***
OC1	←	Normative Commitment	0.913	—
OC2	←	Normative Commitment	0.887	***
OC4	←	Normative Commitment	0.867	***
OC5	←	Normative Commitment	0.872	***
OC11	←	Normative Commitment	0.812	***
OC8	←	Continuance Commitment	0.923	—
OC9	←	Continuance Commitment	0.915	***
OC10	←	Continuance Commitment	0.911	***
OC14	←	Continuance Commitment	0.877	***

The *** indicates statistical significance at $p < 0.001$. The first indicator of each latent construct serves as the reference indicator; therefore, no p-value is reported for those paths. The structural path from **Emotional Intelligence to Organisational Commitment** is positive and substantial ($\beta = 1.192$), while the paths from **Organisational Commitment to Normative Commitment** and **Continuance Commitment** are not statistically significant ($p > 0.05$).

Findings

There exists a positive relationship between Emotional Intelligence (EI) and Organisational Commitment. Therefore, Emotional Intelligence significantly contributes to Organisational Commitment, meaning individuals with higher EI tend to show stronger commitment to their organisation.

Self-emotion appraisal serves as the strongest contributor among EI dimensions. Self-emotion appraisal and Others' emotion appraisal tend to be strong influencers of organisational commitment.

Among the three components of organisational commitment, only Affective Commitment strongly represents Organisational Commitment. Normative and Continuance dimensions are weak or non-significant.

Organizational Commitment is predominantly demonstrated by affective commitment, while normative and continuance commitment fail to achieve statistical significance. This shows that commitment among faculty is primarily driven by emotional attachment rather than obligation or perceived costs of leaving

Suggestions

The management may introduce regular self-reflection practices, mindfulness workshops, and FDPs on EI coaching to help faculty better recognise and manage their own emotions, as this is the strongest contributor to Organisational Commitment.

The faculty may be given empathy-building sessions, peer mentoring circles, and active

listening training to improve the faculty's ability to understand colleagues' and students' emotions, which can foster stronger interpersonal bonds and affective attachment.

The faculty may focus on creating emotional attachment through personalised recognition programs, sense-of-belonging initiatives, collaborative events, and supportive work environments instead of cost-based retention strategies.

EI training (emphasizing self- and others-emotion appraisal) Integrated into faculty development, with leadership modeling and periodic tracking of EI and affective commitment levels to ensure continuous improvement.

Conclusion

The present study demonstrates a significantly strong relationship between EI and OC, which shows that developing strong emotional intelligence among faculty members can play a crucial role in fostering their organisational commitment. This study also revealed that, among other EI dimensions, self-emotional appraisal was found to be the strongest predictor of all EI dimensions. It was also found that the affective commitment proved to be the strongest dimension of organisational commitment. These findings prove that the commitment of faculty members primarily depends on emotional attachment rather than any other factor.

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