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Title of thesis- Emotional Intelligence, Organizational Citizenship Behavior and Wellbeing among committed and non-committed managers of Public and Private Organizations

Managers are important link between workforce and management, the psychological factors like emotional intelligence, organizational citizenship behavior, well-being of managers play important roles in infusing morale, motivations and satisfactions in the team members, which have direct link not only with the productivity and growth of the organization but its survival and progress also. Studies show that managers should possess important psychological acumen of controlling and motivating the persons working under them. Commitment, emotional intelligence, organizational citizenship behaviors are factors which help the employees and managers to stay on jobs. Particularly managers having these attributes will look for the welfare of the employees, managing them and directing them towards the achievement of standard of excellence and goals of the organizations. In the present scenario where private and corporate companies are coming fastly in the field pose tough competitions for each other. Against these backdrops the present study was undertaken to fill up the gaps in the studies.

For the above purpose, a total of 160 participants were sorted out, on the basis of criteria of different groups of the study. Among them there were 80 participants of public organization (40 committed and 40 non-committed) and 80 participants of private organization (40 committed and 40 non-committed). A 2x2 factorial design was used wherein types of organization and commitment were treated as independent variables. Both the variables were taken at two levels, i.e. public and private in organization and committed and non-committed in commitment. Emotional intelligence, organizational citizenship behavior and well-being were treated as dependent variables. Q1 and Q3 were calculated to sort out committed and non committed managers for each group. Those obtaining Q1 and below scores were called non-committed and those obtaining Q3 and above scores were called committed. Q1 and Q3 were calculated for the public and private separately. For public managers the calculated values of Q1 and Q3 were obtained as 51 and 64.70 respectively. For private managers the calculated values of Q1 and Q3 were obtained as 55.10 and 64.06 respectively.

The organizational commitment instrument developed by Balaji was used to measure the types of commitment, Emotional intelligence scale developed by Pant & Prakash was used to measure emotional intelligence of the respondents, organizational citizenship behavior scale

by Prithviraj Chattopadhyay was used to measure the citizenship behavior of the managers and well-being was measured by Verma & Verma. Data were analyzed by two way ANOVA and t-test.

The major findings of the study can be concluded in the following ways:

Managers of private organization were better on all dimensions and total emotional intelligence as compared to public organization. Committed managers were better on all dimensions as well as total emotional intelligence than non-committed managers. Interactional effect of types of organization and commitment on expression and regulation of emotions, empathy were significant. On other dimensions and on total emotional intelligence they were non-significant. Managers of public and private organizations did not differ significantly on any dimensions and total of organizational citizenship behavior. Committed managers showed enhanced organizational citizenship behavior than non-committed managers on all dimensions and total organizational citizenship behavior. Interactional effects of types of organization and commitment on the dimension of altruism and interdependence were non-significant. On other dimensions and total organizational citizenship behavior they were significant. Managers of public and private organization did not differ significantly on well-being. Committed managers showed better well-being than non-committed managers. Interactional effects of types of organization and commitment did not differ on well-being. In general, t-test showed a trend for better emotional intelligence, organizational citizenship behavior and wellbeing in private organizations.