Effect of Emotional Intelligence on Organisational Commitment in Higher Educational Institutions in Haryana

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Abstract: The objective of the paper is to explore the relationship between emotional intelligence and organisational commitment among the employees of the higher educational institutions in Haryana. A structured questionnaire is used to assess emotional intelligence and organisational commitment. Participants of the study included 350 employees working in higher education institutions in Haryana, India. Confirmatory factor analysis is used to validate the scales and structural equation modeling is used to explore the relationship between emotional intelligence and organisational commitment using AMOS 21. It is concluded that emotional intelligence is positively associated with organisational commitment. Employees with strong emotional intelligence have greater levels of organisational commitment.

Keywords: organisational commitment.

INTRODUCTION
Emotional Intelligence at Workplace
A man is an emotional creature who expresses his feelings towards any person, thing, or person, etc. Previously, organisations looked for people with high intelligence quotient (IQ) in order to get greater performance out of them. Later on, it was discovered that in order to operate effectively in a team, not only intelligence quotient (IQ) but also emotional quotient(EQ)is important. Emotional intelligence is the ability to comprehend one's own and others' emotions, as well as manage them in order to attain one's goals. Goleman (1995) defined emotional intelligence (EI) as the ability to be aware of one's own emotions as well as those of others in order to regulate one's own and others' emotions. In addition, he argued that emotional intelligence (EI) had a greater influence on one's personal and professional achievement in life than cognitive intelligence. Emotional intelligence is described by Mayer and Salovey (1997) as "the ability to control emotions and intellectual progress." Goleman's (1998) domain concepts of emotional intelligence have shaped the definition provided by (Salovey& Mayer, 1997). Emotional intelligence, according to Goleman (1998), is "the ability for identifying our own feelings and those of others, motivating ourselves, and regulating emotions successfully in ourselves and in our relationships." He also proposed that EI was comprised of the following broad components: self-awareness, self-regulation, motivation, empathy, and social skills.
Emotional intelligence is classified into four types based on their abilities:
1. Consciousness: manage your impulse to react to various people's reactions to the circumstance.
2. Self-management: the ability to utilise emotional understanding in order to stay adaptable and positive.
3. Social awareness: the capacity to properly identify the emotions of others and comprehend what is going on.
4. Relationship Management: the capacity to utilise information for managing relationships successfully.

Organisational commitment
Organisational commitment is vital to the success of any company. Employees that are dedicated to their jobs take organisations to new heights. Commitment is the degree to which an individual feels attached to his or her job and company. According to Kanter (1968), commitment is the phenomena in which social actors become devoted and devote their efforts to the improvement of the social order. Meyer and Allen (1991) saw organisational commitment as a broad construct. Organizational commitment was divided into three categories: affective commitment, continuous commitment, and normative commitment. Affective commitment is defined as an emotional attachment to and involvement in an organisation that is influenced by positive work experiences and feelings of support and justice, friendliness, togetherness, devotion, empathy, and satisfaction, among other factors (Jaros et al., 1993). Continuance commitment is based on either the practical benefits of

staying with that particular organisation or the projected costs and liabilities of departing (Meyer & Allen, 1984). According to Mathieu and Zajac (1990), normative commitment is a broad loyalty attitude that plays an important role in social interactions and symbolises workers' sense of obligation to remain members of the organisation.

Organisational Commitment and Emotional Intelligence

Romi et al. (2021) explored the relationship between emotional intelligence, job satisfaction, organisational citizenship, and organizational commitment. The survey included 371 instructors from 19 universities. According to the findings, emotional intelligence has a favourable influence on organisational citizenship behaviour, organisational commitment, and work happiness.

Pathak and Srivastava (2020) investigated the link between work deviant behaviour (WDB) and organisational commitment, with emotional intelligence serving as a moderating variable. The survey included 302 managers from the IT sector in the Delhi NCR. The information was gathered through the use of a questionnaire. The study's findings indicate that work deviant conduct has a negative effect on organisational commitment, and that emotional intelligence lowers the negative impact of work deviant behaviour on organisational commitment.

Suleman et al. (2019) investigated the relationship between emotional intelligence and academic success among students at Pakistan's Kohat University of Science and Technology (KUST). A cross-sectional research was carried out on 186 students from 2015 to 2018. The questionnaire approach was employed to obtain data. According to the findings of the study, emotional intelligence in students aids in academic performance.

Kumari and Priya (2017) investigated the link between workers' Emotional Intelligence. This survey included 600 bank executives. For data gathering, a questionnaire was used. According to the study's findings, there is no substantial difference in emotional intelligence between public and private bank workers. On the other hand, it was discovered that public sector managers had a higher degree of dedication and perform better than private bank managers. The correlation and regression analysis results reveal that there is a substantial and positive association among emotional intelligence, organisational commitment, and employee job performance.

Radha and Shree (2017) studied the influence of emotional intelligence on organisational commitment and performance of software industry personnel. The questionnaire approach was used to perform this study on 100 middle-level employees. The correlation and regression results suggest that there is a favorable association between emotional intelligence, organisational commitment, and employee productivity. It has also been discovered that increased emotional intelligence leads to improved employee performance and organisational commitment.

Vasudevan and Mahadi (2017) conducted a study on the relationship between emotional intelligence and organisational commitment. According to the findings of the study, emotional intelligence has a vital role in growing employee commitment, which leads to a more pleasant working environment.

Preethi and Lourthuraj (2016) investigated the connection between emotional intelligence and organisational commitment among college employees. Employees with strong emotional intelligence have greater levels of organisational commitment, according to the findings, "emotional expression, emotional awareness of others, emotional reasoning, emotional self-management, emotional management of others, and emotional self-control", have all been found to be positively linked with organisational commitment.

Long and Kowang (2015) studied the relationship between a leader's EI and their subordinates' organisational commitment (OC) and selected a multinational corporation and a locally owned corporation to conduct this comparative study. Correlational research on these two firms revealed a statistically significant and positive relationship between the four aspects of EI and OC.

Jain and Duggal (2015) conducted a literature review and discovered a positive association between EI and organisational commitment. Employees with more EI are well intelligent to control their emotions and establish healthy relationships with their coworkers, allowing them to demonstrate organisational commitment. The study implies the need of attracting and employing highly emotionally intelligent employees, as well as developing them at various levels, in order to increase organisational commitment.

Khan et al. (2014) studied emotional intelligence and organisational commitment in 225 librarians who were chosen at random. According to the findings, three aspects of emotional intelligence, namely self-assessment, optimism, and service orientation, strongly influence organisational commitment.

Najafi et al. (2014) found a positive association between emotional intelligence components (self-perception, self-management, social perception, and relationship management) and organizational commitment. The research population comprised 170 Zanjan road and urbanisation office employees. According to the Pearson test and t student results, there is a substantial relationship between emotional intelligence and its dimensions and organisational commitment among Zanjan road urbanisation office workers.

Batool (2014) investigated the association of emotional intelligence with job commitment and job performance as mediated by job satisfaction among 170 Pakistani officers. Emotional intelligence, age, and gender of sales officers were found to be important predictors of job commitment and performance. Job satisfaction mediated

the relationship between emotional intelligence, age, and gender (independent variables) and job commitment and job performance to some extent (dependent variables)

Johar and Shah (2014) studied the influence of emotional intelligence on organisational commitment among 196 civil service workers using the employee self-esteem component. The results of the regression analysis demonstrate that emotional intelligence and its four dimensions have a direct influence on organisational commitment. The most noteworthy findings are that the emotional intelligence component among workers might become more relevant with the rising availability of employee commitment when the element of self-esteem is present as a mediator factor.

Alavi et al. (2013) explored the association between emotional intelligence and organisational commitment of the Ramin Thermal Power Plant's operation office personnel (100 workers). The findings of the regression analysis revealed a strong positive association between emotional intelligence and organisational committees. The results of the regression analysis revealed a strong positive connection between the participants' EQ subscales (self-awareness, self-management, motivation, empathy, and relationship management) and organisational commitment. Furthermore, among the EQ -scales, motivation is the most relevant in predicting organisational commitment.

Antony (2013) investigated the impact of Emotional Intelligence on organisational commitment and organisational citizenship behaviour among 115 executives at FCI OEN Connectors in Cochin, Kerala. A positive link exists between emotional intelligence, organisational commitment, and organisational citizenship conduct, according to standard deviation and Pearson's product moment correlation.

Emrahimi et al. (2013) investigated the organisational commitment dimensions and emotional intelligence components of 105 managers and assistants working in government schools. According to the findings, there is a substantial positive link between the components of emotional intelligence and organisational commitment. The most important indicator of organisational commitment is relationship management.

Venkatesh and Balaji (2011) discovered that emotional intelligence improves employee well-being and greatly moderates both individually and socially meeting corporate commitments. The work focused on staff retention, of which commitment is a component. A comparison of senior managers with middle managers targeted for promotion revealed that senior managers scored significantly higher, indicating that EI can be used to predict promotion readiness.

Rangriz and Mehrabi (2010) studied the relationships between emotional intelligence (EI), organisational commitment (OC), and employee performance (EP) in Iranian Red Crescent Societies (IRCS). They discovered a strong association between employees' EI, OC, and performance. It is determined that EI is important in the OC and employee performance, especially in other organisations such as IRCS.

Adeymo (2007) investigated the mediating relation between emotional intelligence, work satisfaction, and organisational commitment in a sample of 250 employees. It was discovered that there is a substantial link between work satisfaction and organisational commitment, and that EI mediates this relationship.

H$_{a1}$:There is a significant effect of emotional intelligence on organisational commitment.

Research Methodology

Participants of the study included 350 employees working in higher education institutions in Haryana, India. Initially, 400 respondents were approached for personal interview to get responses for the scales of the study. Out of these, 50 were eliminated as they found missing value or outliers and 350 responses were found fit for analysis. The response rate of present study is 87.5 percent which significantly higher than the recommended rate of response 57 per cent for individual responses in social sciences (Helakorpi et al., 2015). Convenience sampling method has been used for the collection of the data. Out of total 350, 163 were male and 187 were female participants. This study included 249 employees belonged to government institutions where as 101 employees were working in private institutions.

Instruments of the Study

Different scales are used to measure emotional intelligence and organizational commitment. A scale developed by Wong and Law (2002) is adapted for emotional intelligence which includes sixteen variables represented by four sub-factors. For organisational commitment, the scale developed by Allen and Meyer (1990) is adapted which includes twenty-three variables represented by three sub-factors. Details of constructs and results of confirmatory factor analysis are discussed in next section.

First Order Confirmatory Factor Analysis of Emotional Intelligence

Initially, first order confirmatory factor analysis is used to test the validity and reliability of measurement scale of emotional intelligence. At this stage, it becomes of immense importance to identify the variables that does not fit to the measurement and create problems in validation of scale. Such type of items, if any, should be removed from further analysis to ascertain a good model fit. There are several fit indices to check if the proposed model has all the psychometric properties of fitness or not. For that purpose, model fit indices, standardized regression

weights, correlations and validity are analysed. If these values are equal to or higher than their respective threshold values then it is assumed that we have obtained a good model fit
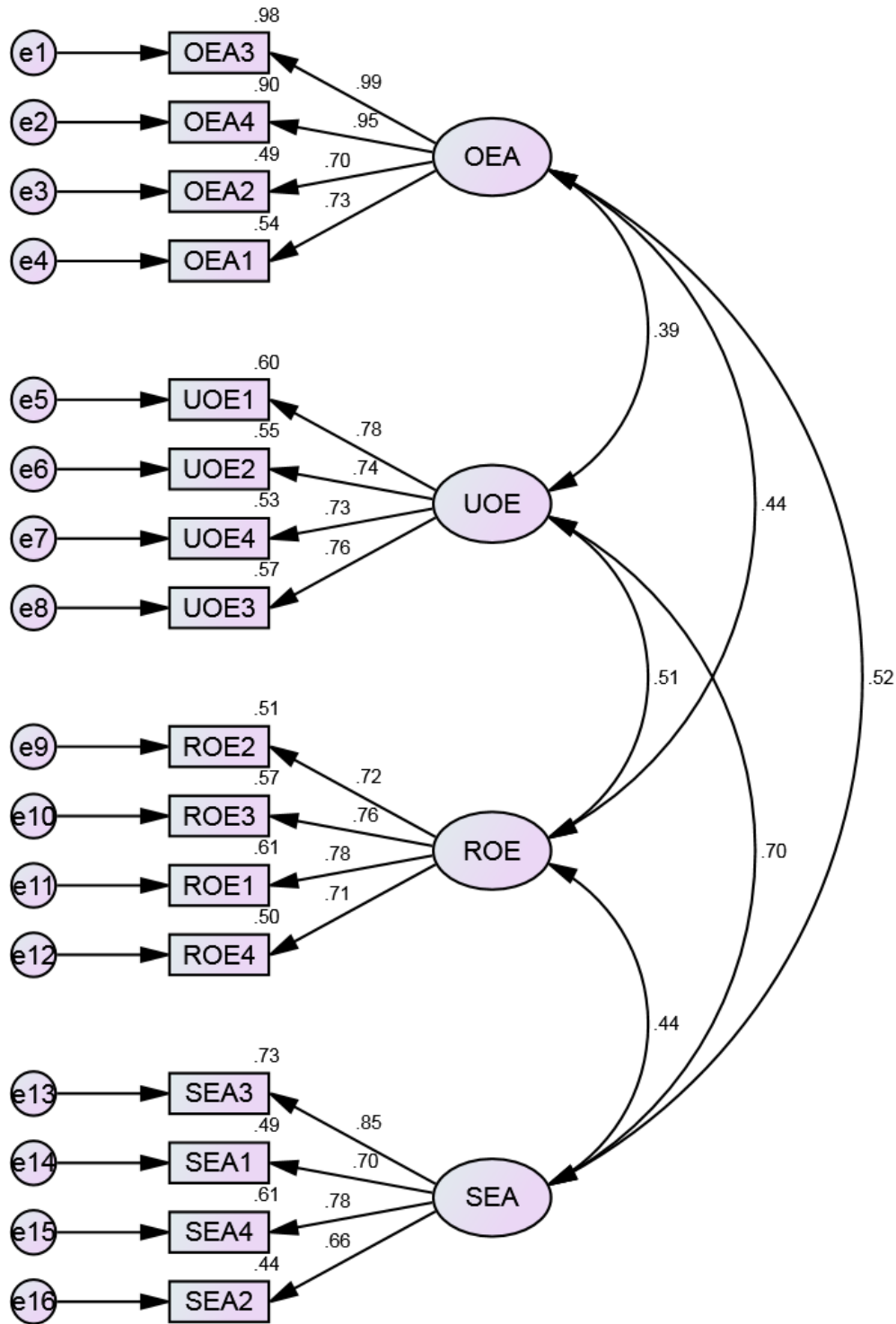

Fig.1: First order CFA of Emotional Intelligence

Note: - "Self-Emotion Appraisal= SEA, Others' Emotion Appraisal= OEA, Use of Emotion= UOE, Regulation of Emotion= ROE".

Table 1: Model Fit Indices

CMIN	DF	P	CMIN/DF	GFI	NFI	IFI	TLI	CFI	RMSEA
245.038	98	.000	4.381	.919	.927	.955	.945	.955	.066

Source: - Primary Data

Table 1 shows the different model fit indices, i.e., CMIN/DF, Comparative Fit Index (CFI), Trucker Lewis Index (TLI), Goodness of Fit Index (GFI), Incremental Fit Index (IFI), and root mean square error of approximation (RMSEA) carried out by Amos have been considered for fitness of the proposed model. Chi-square (CMIN) of the final model is 245.038 and DF is 98 with probability level .000. CMIN/DF below 5 is recommended for better fitness of the model (Ho, 2006 and Byrne, 2016). In this model, CMIN/DF value is 2.500which confirmed excellent fitness of the model. RMSEA should be below 0.10 for better fitness of the model (Browne and Cudek, 1993). RMSEA for final model is 0.066 which is lower than threshold indicating good fit of the model. The other model fit indices i.e., GFI, CFI, IFI, TLI and NFI should be greater than 0.80 for better fitness of the model. For this measurement model, GFI is 0.919, CFI is 0.955, IFI is 0.955, NFI is 0.927 and TLI is 0.945which are found more than the acceptable threshold value of 0.80 (Moolla and Bisschoff, 2013) and indicating the excellent fitness of the model. All latent factors of emotional intelligence i.e., it can be concluded the sixteen variables with four latent factors are significantly representing the emotional intelligence.

Table 2: Standardized Regression Weights

Items	paths	Latent factors	Estimate	P
OEA3	<---	OEA	.988	
OEA4	<---	OEA	.948	***
OEA2	<---	OEA	.701	***
OEA1	<---	OEA	.734	***
UOE1	<---	UOE	.777	
UOE2	<---	UOE	.742	***
UOE4	<---	UOE	.731	***
UOE3	<---	UOE	.758	***
ROE2	<---	ROE	.716	
ROE3	<---	ROE	.758	***
ROE1	<---	ROE	.780	***
ROE4	<---	ROE	.710	***
SEA3	<---	SEA	.852	
SEA1	<---	SEA	.699	***
SEA4	<---	SEA	.780	***
SEA2	<---	SEA	.662	***

Source: - Primary Data

Table 2 demonstrated that the values of standardized regression weights (factor loadings) for all the variables of four latent factors lied in the range of 0.662 to 0.988 which confirmed better goodness of fit. Latent factors; "self-emotion appraisal, others' emotion appraisal, use of emotion and regulation of emotion", includes four observed variables each. The Standardized regression weights (factor loadings) should be higher than 0.5 for each variable (Hair et al., 2014) to confirm the structure of the factors. The higher factor loadings indicate that the observed variables converge on the same latent factor. The regression weights (factor loadings) for all observed variables are found to be statistically significant and more than 0.5. Higher standardized regression weights (factor loadings) indicated that the construct was explaining higher variation in the observed variable. It can be concluded that all variables significantly represented their respective latent factors.

Table 3: Correlations

Constructs	path	Constructs	Estimate
OEA	<-->	UOE	.387
OEA	<-->	ROE	.436
OEA	<-->	SEA	.516
UOE	<-->	ROE	.513
UOE	<-->	SEA	.697
ROE	<-->	SEA	.445

Source: - Primary Data

Table 3 depicted the correlations among the latent variables. Correlations between latent factor, "self-emotion appraisal, others' emotion appraisal, use of emotion and regulation of emotion"were foundsignificantly postive and interrelated. So, for the better measurement of the model these all four factors directed to second-order confirmatory factor analysis.

Table 4:Model Validity Measures

Constructs	CR	AVE	MSV	MaxR(H)	OEA	UOE	ROE	SEA
OEA	0.912	0.726	0.267	0.981	0.852			
UOE	0.839	0.565	0.486	0.840	0.387***	0.752		
ROE	0.830	0.550	0.263	0.833	0.436***	0.513***	0.741	
SEA	0.838	0.566	0.486	0.856	0.516***	0.697***	0.445***	0.752

Source: - Primary Data
Validity Concerns
No validity concerns here.

Composite Reliability (CR)
CR values should be above 0.7 (Hair et. al, 2010) for the better internal consistency and construct validity. For the factor, others' emotion appraisal CR is 0.912, for the factor use of emotion CR is 0.839, for the factor, regulation of emotion is 0.830, and for the factor, self-emotion appraisal CR is 0.838 which is more than minimum acceptable value (Table 4). It can be concluded that scales were reliable and valid.

Average Variance Extracted (AVE)
AVE should be more than 0.5 and less than CR and more than maximum shared variance (MSV). For these latent constructs, AVEs are less than CR and more than MSV and ASV which provides the evidence of convergent and divergent validity (Table 4).

Discriminant validity
The discriminant validity is the extent to which particular construct variables differ from their latent construct (Sekaran, 2000). The discriminant validity reports the existence and nonexistence of cross loading within or between the constructs. The nonexistence of cross-loading is a sign of discriminant validity (Hair et al., 2006). The discriminant is validity also based on Fornelland larcker (1981) assumption that MSV should be less than AVE. The discriminant validity issue is not found in the scales as the values MSV for latent variables, self-emotion appraisal (0.486), others' emotion appraisal (0.267), use of emotion (0.486) and regulation of emotion (0.263) less than AVE of self-emotion appraisal (0.566), others' emotion appraisal (0.726), use of emotion (0.565)) and regulation of emotion (0.550). Another assumption of the discrimnant validity that MSV should be less than AVE and square root of AVE should greater than interconstruct correlation (Fornell and Larcker, 1981). One more measure for discrimnant validity is the correlation between each pair of latent constructs should be less than 0.85 (Moolla and Bisschoff, 2013). All values were found within the acceptable range so; the scales were validated by discriminant validity measures and justified the model for the present study (Table 4).
The correlations between all constructs should be significant and positive for the better nomological validity. Correlations between latent were found significantly postive (Table 3).
Hence, it can be concluded that the measurement scales of emotional intelligence are found to be statistically valid and reliable.

Second order CFA of Emotional intelligence
Confirmatory factor analysis (CFA) is a method that is applied to accept or reject the measurement model. Second-order confirmatory factor analysis was used (four constructs) to know whether all the factors of emotional intelligence, "self-emotion appraisal, others' emotion appraisal, use of emotion and regulation of emotion", significantly represent their main construct or not. In figure 2, emotional intelligence is main construct which is represented by four sub constructs i.e., "self-emotion appraisal, others' emotion appraisal, use of emotion and regulation of emotion".
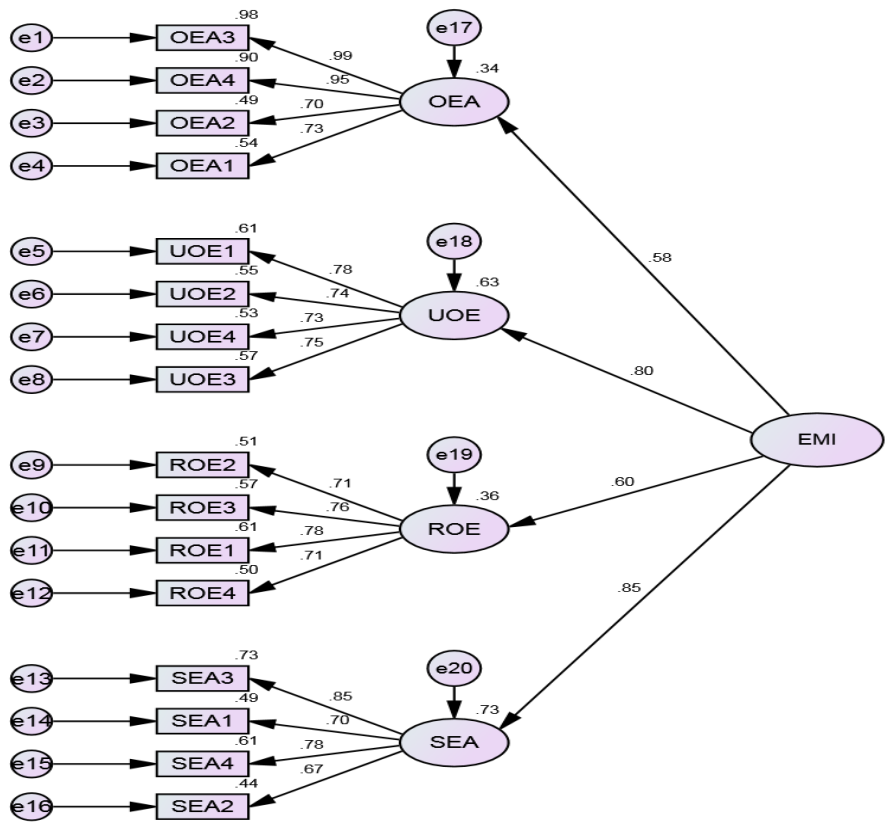
Fig.2: Second order CFA of Emotional intelligence

Table 5: Model Fit Indices

CMIN	DF	P	CMIN/DF	GFI	NFI	IFI	TLI	CFI	RMSEA
262.510	100	.000	2.625	.913	.922	.950	.940	.950	.068

Source: - Primary Data

Table 5 exhibited the different model fit indices. The CMIN value of the measurement model was 262.510 and the DF was 100. CMIN/DF is 2.625. RMSEA for final model is 0.068 which is lower than threshold indicating good fit of the model. The other model fit indices i.e., GFI, CFI, IFI, TLI and NFI should be greater than 0.80 for better fitness of the model. For this measurement model, GFI is 0.913, CFI is 0.950, IFI is 0.950, NFI is 0.922 and TLI is 0.940 which are found more than the acceptable threshold 0.80 (Moolla and Bisschoff, 2013) and indicating the excellent fitness of the model. Sixteen variables of four latent factors significantly represent the emotional intelligence.

Table 6:Standardized Regression Weights

| Constructs/Item	path	Constructs	Estimate	P
OEA	<---	EMI	.580	
UOE	<---	EMI	.795	***
ROE	<---	EMI	.599	***
SEA	<---	EMI	.852	***
OEA3	<---	OEA	.988	
OEA4	<---	OEA	.948	***
OEA2	<---	OEA	.701	***
OEA1	<---	OEA	.734	***
UOE1	<---	UOE	.784	
UOE2	<---	UOE	.744	***
UOE4	<---	UOE	.726	***
UOE3	<---	UOE	.753	***
ROE2	<---	ROE	.715	
ROE3	<---	ROE	.758	***
ROE1	<---	ROE	.782	***
ROE4	<---	ROE	.709	***
SEA3	<---	SEA	.852	
SEA1	<---	SEA	.698	***
SEA4	<---	SEA	.779	***
SEA2	<---	SEA	.665	***

Source: - Primary Data

Table 6 demonstrated that the values of standardized regression weights (factor loadings) for all the variables of four latent factors lied in the range of 0.580 to 0.988 which confirmed better goodness of fit. Main factor emotional intelligence comprises of four sub latent factors i.e., "self-emotion appraisal, others' emotion appraisal, use of emotion and regulation of emotion" each includes four observed variables. The Standardized regression weights (factor loadings) should be higher than 0.5 for each variable (Hair et al., 2014) to confirm the structure of the factors. The higher factor loadings indicate that the observed variables converge on the same latent factor. The regression weights (factor loadings) for all observed variables are found be statistically significant and more than 0.5. Higher Standardized regression weights (factor loadings) indicated that the construct was explaining higher variation in the observed variable. It can be concluded that all four sub-factors significantly represent emotional intelligence.

First Order Confirmatory Factor Analysis of Organisational Commitment
Initially, first order confirmatory factor analysis was applied to test the validity and reliability of measurement scale of organizational commitment. At this stage, it becomes of immense importance to identify the variables that does not fit to the measurement and create problems in validation of scale. Such type of items, if any, should be removed from further analysis to ascertain a good model fit. There are several fit indices to check if the proposed model has all the psychometric properties of fitness or not. For that purpose, model fit indices, standardized regression weights, correlations, squared correlations and validity are analysed. If these values are equal to or higher than their respective threshold values then it is assumed that we have obtained a good model fit.
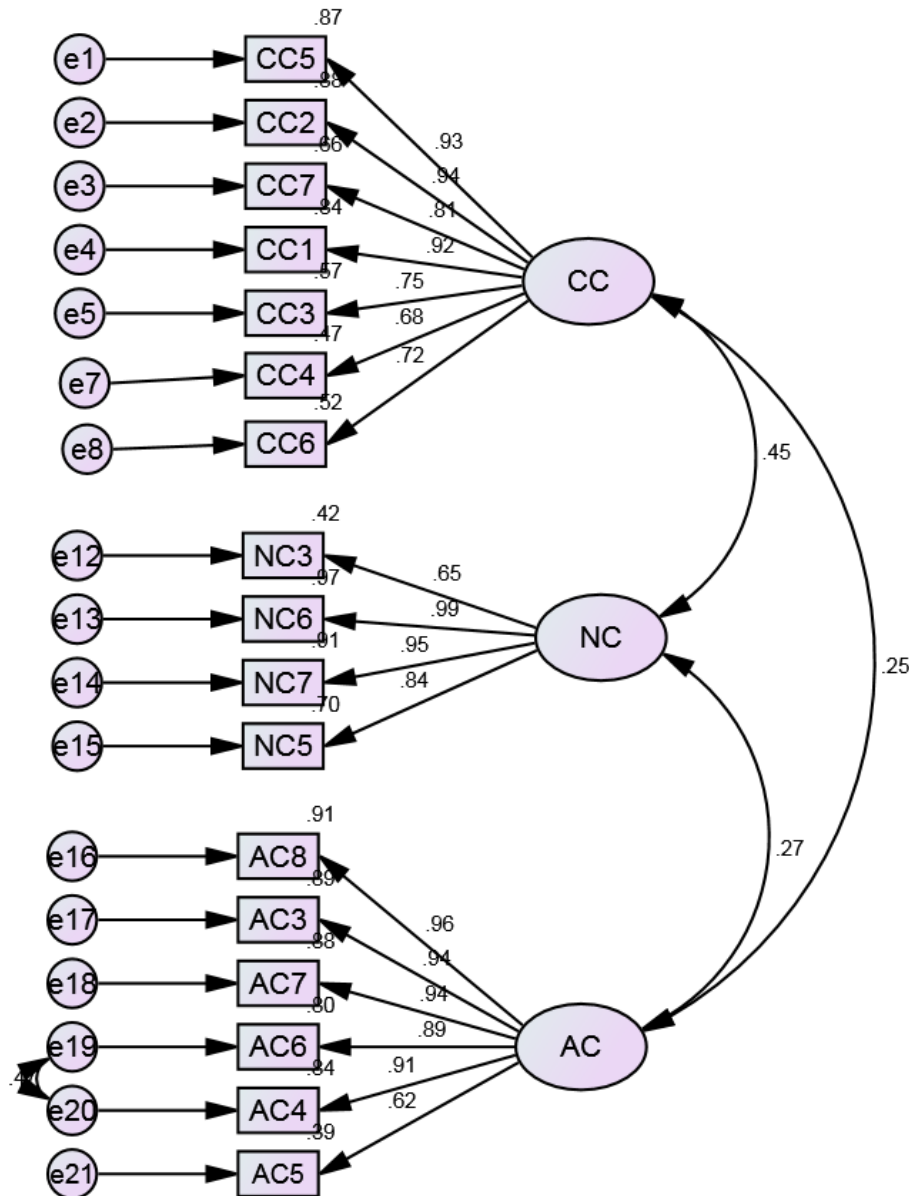
Fig.3: First order CFA of organisational commitment

Table 7: model fit indices

CMIN	DF	P	CMIN/DF	GFI	NFI	IFI	TLI	CFI	RMSEA
269.377	115	.000	2.342	.915	.958	.975	.971	.975	.062

Source: - Primary Data

Table 7 shows the different model fit indices. For the better fitness of the model, item NC1, NC2, NC4 and NC8 are removed from the normative commitment on basis of modifications indices and AC1 and AC2 from affective commitment are dropped on the basis factor loading as they were having lowest factor loadings. Chi-square (CMIN) of the final model is 269.377 and DF is 115 with probability level .000. CMIN/DF below 5 is recommended for better fitness of the model (Ho, 2006 and Byrne, 2016). In this model, CMIN/DF value is 2.342which confirmed excellent fitness of the model. RMSEA should be below 0.10 for better fitness of the model (Browne and Cudek, 1993). RMSEA for final model is 0.062 which is lower than threshold indicating good fit of the model. The other model fit indices i.e., GFI, CFI, IFI, TLI and NFI should be greater than 0.80 for better fitness of the model. For this measurement model, GFI is 0.915, CFI is 0.975, IFI is 0.975, NFI is 0.958 and TLI is 0.971which are found more than the acceptable threshold 0.80 (Moolla and Bisschoff, 2013) indicating the excellent fitness of the model. All latent factors of organisational commitment with twenty-three variables significantly represent the organisational commitment.

Table 8 : Regression Weights

Items	path	Constructs	Estimate	P
CC5	<---	CC	.935	
CC2	<---	CC	.940	***
CC7	<---	CC	.810	***
CC1	<---	CC	.918	***
CC3	<---	CC	.754	***
CC4	<---	CC	.685	***
CC6	<---	CC	.722	***
NC3	<---	NC	.648	
NC6	<---	NC	.986	***
NC7	<---	NC	.952	***
NC5	<---	NC	.837	***
AC8	<---	AC	.956	
AC3	<---	AC	.945	***
AC7	<---	AC	.936	***
AC6	<---	AC	.892	***
AC4	<---	AC	.915	***
AC5	<---	AC	.621	***

Source: - Primary Data

Table 8 demonstrated that the values of standardized regression weights (factor loadings) for all the variables of three latent factors lied in the range of 0.621 to 0.986 which confirmed better goodness of fit. Latent factors; "affective commitment, continuous commitment and normative commitment", includes 6, 7 and 4 observed variables respectively. The standardized regression weights (factor loadings) should be higher than 0.5 for each variable (Hair et al., 2014) to confirm the structure of the factors. The higher factor loadings indicate that the observed variables converge on the same latent factor. The regression weights (factor loadings) for all observed variables are found be statistically significant and more than 0.5. Higher standardized regression weights (factor loadings) indicated that the construct was explaining higher variation in the observed variable. It can be concluded that all variables significantly represented their respective latent factors.

Table 9: Correlations

Constructs	path	Constructs	Estimate
CC	<-->	NC	.448
CC	<-->	AC	.255
NC	<-->	AC	.269
e19	<-->	e20	.467

Source: - Primary Data

Table 9 depicted the correlations among the latent variables. Correlations among latent factors,"affective commitment, continuous commitment and normative commitment" were found significantly postive and interrelated. So, for the better measurement of the model these all three factors are directed to second-order confirmatory factor analysis.

Table 10 : Model Validity Measure

Constructs	CR	AVE	MSV	MaxR (H)	CC	NC	AC
CC	0.938	0.688	0.201	0.962	0.829		
NC	0.921	0.750	0.201	0.979	0.448***	0.866	
AC	0.955	0.783	0.073	0.973	0.255***	0.269***	0.885

Source: - Primary Data

Validity Concerns
No validity concerns here.

Composite Reliability (CR)
CR values should be above 0.7 (Hair et. al, 2010) for the better internal consistency and construct validity. For the factor, Continuous commitment CR is 0.938, for the factor Normative commitment CR is 0.921 and for the factor Affective commitment is 0.955 which is more than minimum acceptable value (table 10). It can be concluded that scales are reliable and valid.

Average Variance Extracted (AVE)
AVE should be more than 0.5, less than CR and more than MSV. For these latent constructs, AVEs were less than CR and more than MSV and ASV which provides the evidence of convergent and divergent validity (table10).

Discriminant validity
The discriminant validity is the extent to which particular construct variables differ from their latent construct (Sekaran, 2000). The discriminant validity reports the existence and nonexistence of cross loading within or between the constructs. The nonexistence of cross-loading is a sign of discriminant validity (Hair et al., 2006). The discriminant validity is also based on Fornell and larcker (1981) assumption that MSV should be less than AVE. The discriminant validity issue is not found in the scales as the values of maximum shared variance (MSV) for latent variables, continuous commitment (0.201), normative commitment (0.201), and affective commitment (0.073) is less than AVE of continuous commitment (0.688), normative commitment (0.750), and affective commitment (0.783). Another assumption of the discrimnant validity is that MSV should be less than AVE and square root of AVE should greater than interconstruct correlation (Larcker and Fornell, 1981). One more measure for discrimnant validity is the correlation between each pair of latent constructs should be less than 0.85 (Moolla and Aftthanorhan, 2013).All values were found within the acceptable range so; the scales were validated by discriminant validity measures and justified the model for the present study (Table 10).
The correlations between all constructs should be significant and positive for the better nomological validity. Correlations between all latent factors were foundsignificantly postive (table 9).

Hence, it can be concluded that the measurement scales of organisational commitment are found to be statistically valid and reliable.

Second order CFA of Organisational Commitment
Confirmatory factor analysis (CFA) is a method that is applied to accept or reject the measurement model. Second-order confirmatory factor analysis was used (three constructs) to know whether all the factors of organisational commitment (affective commitment, continuous commitment and normative commitment) significantly represent their main construct or not. In figure 4, organisational commitmentis main construct which is represented by three sub constructs.
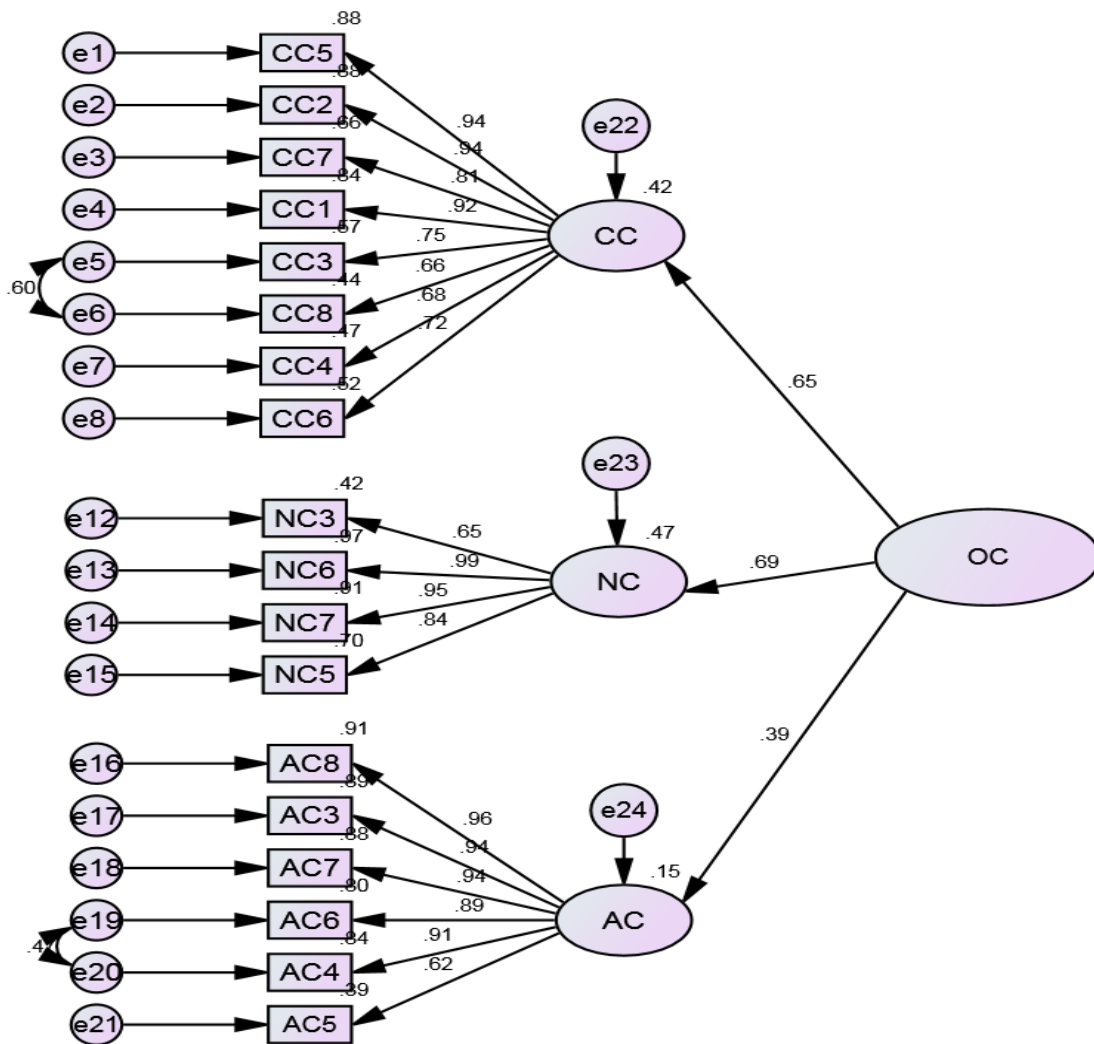
Fig.4: Second order CFA of OC

Table 11: Model fit Indices

CMIN	DF	P	CMIN/DF	GFI	NFI	IFI	TLI	CFI	RMSEA
306.546	130	.000	2.358	.910	.955	.974	.969	.973	.062

Source: - Primary Data

Table 11 exhibited the different model fit indices. The CMIN value of the measurement model was 306.546and the DF was 130. RMSEA for final model is 0.062 which is lower than threshold indicating good fit of the model. The other model fit indices i.e., GFI, CFI, IFI, TLI and NFI should be greater than 0.80 for better fitness of the model. For this measurement model, GFI is 0.910, CFI is 0.973, IFI is 0.974, NFI is 0.955 and TLI is 0.969 which are found more than the acceptable threshold 0.80 (Moolla and Bisschoff, 2013) and indicating the

excellent fitness of the model. All latent factors of organizational commitment with twenty-three variables significantly represent the organisational commitment.

Table 12 : Regression Weights

Constructs/ Items	path	Constructs	Estimate	P
CC	<---	OC	.652	
NC	<---	OC	.689	***
AC	<---	OC	.391	***
CC5	<---	CC	.936	
CC2	<---	CC	.939	***
CC7	<---	CC	.809	***
CC1	<---	CC	.918	***
CC3	<---	CC	.753	***
CC8	<---	CC	.663	***
CC4	<---	CC	.685	***
CC6	<---	CC	.721	***
NC3	<---	NC	.648	
NC6	<---	NC	.986	***
NC7	<---	NC	.952	***
NC5	<---	NC	.837	***
AC8	<---	AC	.956	
AC3	<---	AC	.945	***
AC7	<---	AC	.936	***
AC6	<---	AC	.892	***
AC4	<---	AC	.915	***
AC5	<---	AC	.621	***

Source: - Primary Data

Table 12 demonstrated that the values of Standardized regression weights (factor loadings) for all the variables of three latent factors lied in the range of 0.391 to 0.989 which confirmed better goodness of fit. Main factor organisational commitment comprises of three sub latent factors i.e., "affective commitment, continuous commitment and normative commitment". The Standardized regression weights (factor loadings) should be higher than 0.5 for each variable (Hair et al., 2014) to confirm the structure of the factors. The higher factor loadings indicate that the observed variables converge on the same latent factor. The regression weights (factor loadings) for all observed variables are found be statistically significant and more than 0.5. Higher Standardized regression weights (factor loadings) indicated that the construct was explaining higher variation in the observed variable. It can be concluded that all three sub-factors significantly represent organisational commitment.

Effect of Emotional Intelligence on Organisational Commitment
The figure 5 shows the relationship among emotional intelligence and organisational commitment. In the present study emotional intelligence is independent factor and organisational commitment is the dependent factor. In this structural model effect of emotional intelligence on organisational commitment is examined.
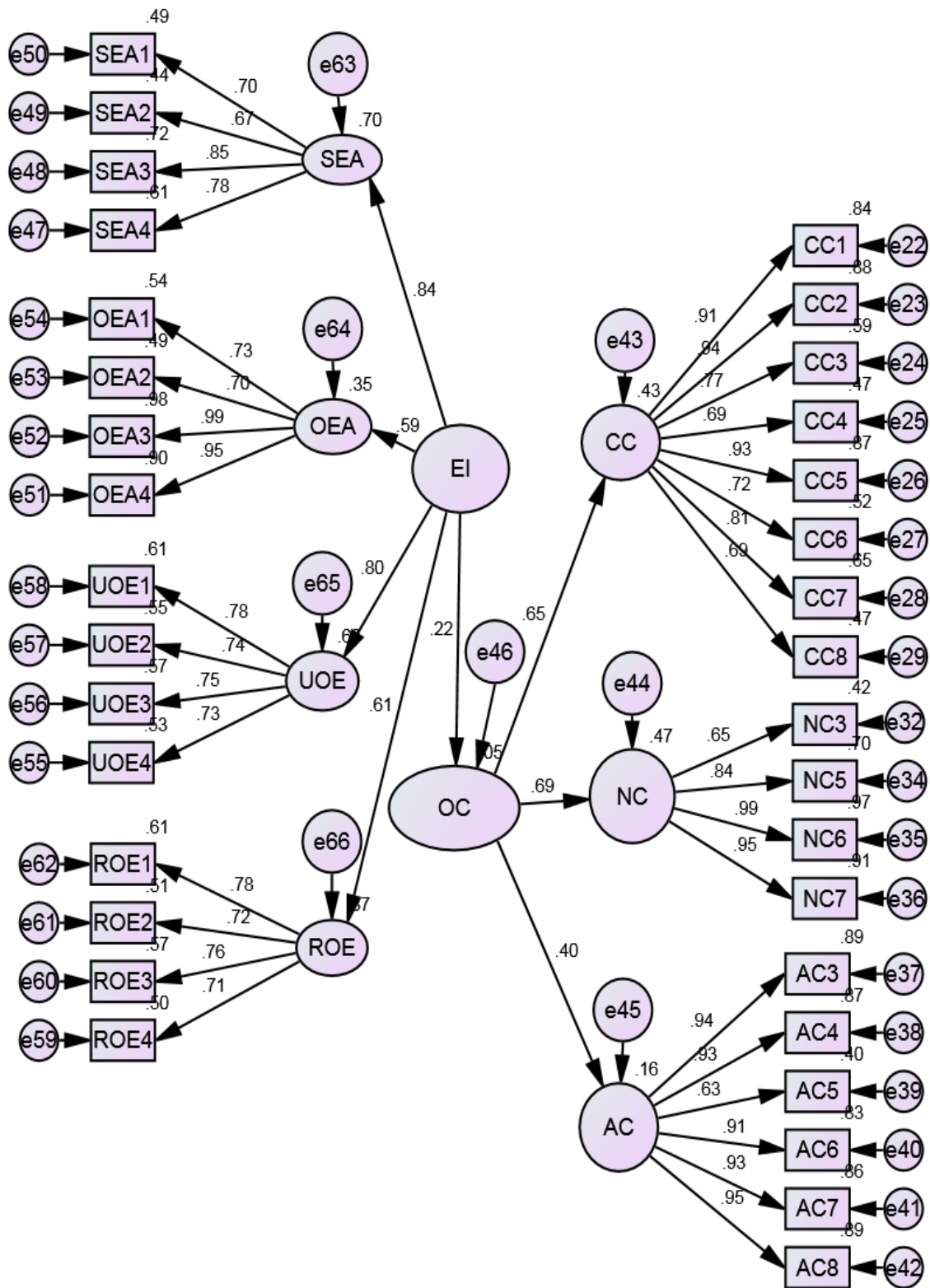
Fig.5:structural equation modelling

Table 13: Model fit indices

CMIN	DF	P	CMIN/DF	GFI	NFI	IFI	TLI	CFI	RMSEA
1245.522	519	.000	2.400	.832	.883	.928	.922	.928	.063

Source: - Primary Data

Table 13 illustrates the different model fit indices. Chi-square (CMIN) of the structural model is 1245.522 and DF is 519 with probability level .000. CMIN/DF below 5 is recommended for better fitness of the model (Ho, 2006 and Byrne, 2016). In this structural model, CMIN/DF value is 2.400which confirmed excellent fitness of the model. RMSEA should be below 0.10 for better fitness of the model (Browne and Cudek, 1993). RMSEA for structural model is 0.071 which is lower than threshold indicating good fit of the model. The other model fit indices i.e., GFI, CFI, IFI, TLI and NFI should be greater than 0.80 for better fitness of the model (Moolla and Bisschoff,2013). For this measurement model, GFI is 0.832, CFI is 0.928, IFI is 0.928, NFI is 0.883 and TLI is 0.922 which demonstrates the excellent fitness of the model.

Table 14: Standardized Regression Weights

Constructs	path	Constructs	Estimate	S.E.	C.R.	P
OC	<---	EI	.216	.062	2.686	.007
CC	<---	OC	.654	.256	4.692	***
NC	<---	OC	.686			
AC	<---	OC	.400	.193	4.584	***
SEA	<---	EI	.839			
OEA	<---	EI	.588	.094	8.490	***
UOE	<---	EI	.797	.094	8.717	***
ROE	<---	EI	.610	.093	7.568	***

Source: - Primary Data

Table 14 displays the regression weights of structural model. The structural equation model shows that impact of emotional intelligence on organisational commitment is found to be significant and positive. The standardized regression estimate of emotional intelligence is 0.216 which is statistically significant at significance level of .01. It can be concluded that emotional intelligence is forming higher organisational commitment among the employees. Thus, Hypothesis, (H$_{a1,}$ there is a significant impact of emotional intelligence on organizational commitment is accepted.

CONCLUSION

It is concluded that emotional intelligence leads to organisational commitment positively. Greater emotional intelligence encourages higher organisational commitment among employees of higher educational institutions in Haryana. Preethi and Lourthuraj (2016) also confirmed that employee with strong emotional intelligence have greater levels of organisational commitment. According to the findings, others' emotion appraisal, use of emotion, self-emotion appraisal and regulation of emotion all are positively associated with organizational commitment among employees of higher educational institutions.

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