



Emotional Intelligence: Concept and Application in Indian Context

KEYWORDS

Self-Awareness, Self-Management, Social Awareness, Relationship Management

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ABSTRACT Recently in HRM, Emotional Intelligence (EQ) has become a popular topic of debate suggesting that EQ competencies should be given more weightage than IQ competencies while recruiting a worker as such various job related factors are thought to be correlated with it and therefore, it is necessary to study EQ & its four components. The purpose of this research study is to explore the EQ level of the working professionals in Gujarat and to understand the relations of variables such as age & gender on EQ. The methodology adopted involves descriptive field study using a structured questionnaire as the research instrument with statistical analysis to arrive at the results. The results reveal that age (variable) can predict the EQ level and that EQ is independent of gender. It is also noted that EQ level of professionals is good but there's a lack of awareness regarding EQ skills and its importance.

"You will always be getting praise and blame but do not let either affect the poise of the mind" - Gautam Buddha

Introduction

'Be calm and composed, whatsoever the situation is' is the message of the above quotation and it also gives some idea of what Emotional Intelligence is all about, i.e. being aware of one's emotions as well as managing those emotions.

HR drives culture, value, learning & development and with the growing importance of HR in the organization, it has evolved into more meaningful functions of an HR manager from personnel management to strategic HRM. The current HRM focuses on selecting the right person for a right job and on employee development. Recently in HRM, Emotional Intelligence has become a popular topic of debate suggesting that EQ competencies should be given more weightage than IQ competencies while recruiting a worker because a balanced EQ assists in building an optimistic work relationship with colleagues and you tend to perceive challenges in positive manner. But this trend is popular and followed in U.S. and some other developed nations only where EQ competencies are a part of a candidate's CV.

Literature Review

How it got discovered?

When psychologists began to write and think about intelligence, they focused only on cognitive aspects such as memory, reasoning and problem solving. It was perceived that higher the IQ level of a person, higher is his/her chance of being successful and so research studies were done in order to find out the exact relationship between IQ level and success but results were inconsistent. Then psychologists thought there was something else than IQ which was contributing to success and then Emotional Intelligence was discovered.

What is Emotional Intelligence?

"Emotional Intelligence is the ability to identify, assess and manage the emotions of oneself and others in a way that produces effective results and promotes self-esteem & self-confidence."

It was Peter Mayor and Salovey who introduced this concept in 1990 but it was Daniel Goleman who's known as the guru of Emotional intelligence because he is the one who made this concept very popular and made people aware of the importance of this concept. Daniel Goleman's five components

of Emotional Intelligence namely, Self-Awareness, Self-Regulation, Internal Motivation, Empathy and Social Skills later on got clubbed into four components discussed below.

Self-Awareness

In short, it refers to KNOW YOURSELF. It is the ability of having a clear understanding of one's emotions, strengths, weaknesses, drives and capabilities. When we are self-aware, we know what are our strengths and weaknesses, what emotions we are passing through and how we feel about it. So we do not compare ourselves with others as such we value ourselves which develops our self-confidence and self-esteem.

Self-Management

In short, it refers to MANAGE YOURSELF. It is the ability to use the knowledge of Self-Awareness in order to manage your emotions in a way that yields positive results. It includes believing not only that the best will happen to you but whatever happens is for the best and then you'll be a highly self-esteemed and self-confident person as a great saying goes like this, "Confidence never comes when we have all the answers. It actually comes when we are prepared for all the questions." So you should prepare a mental picture considering all the possibilities of an event that might happen so that you hope for the best but also be mentally prepared for the best. It also includes visualization of success and managing stress level.

Social Awareness

In short, it refers to KNOW OTHERS. It is the ability to read the facial expressions, body movements and other non-verbal signals of others in order to understand their emotions. It also includes the ability to putting yourself in others' shoes and the tendency to observe the body language of characters in TV serials or movies as well as identifying oneself with those characters because if you'll know others then only you'll be able to manage your relationships which is the last and the most crucial component of Emotional Intelligence.

Relationship Management

In short, it refers to MANAGE ONE SELF & OTHERS. It is the ability to use the knowledge of all the previous skills namely Self-Awareness, Self-Management and Social Awareness in order to manage your emotions towards others. It is the most crucial component of Emotional Intelligence as such it includes skills like managing conflicts, influencing others, team building etc.

Research Methodology

Objectives of the study

- The primary objective was to study Emotional Intelligence & its four components, namely Self-Awareness, Self-Management, Social Awareness & Relationship Management.
- Secondary objectives were to find out the overall EQ score, to find out whether EQ score is greater than the mean score, to understand the relation between EI score and variables like gender & age groups and to find out whether EI is dependent on gender & age groups.

Sample Design

This research study is descriptive & quantitative in nature where a structured questionnaire was used as a research instrument that consisted of 17 (5 point) likert scale questions and 12 multiple choice questions. Convenience sampling was used with a sample size of 110 and the target respondents were the working professionals from Gujarat.

Data analysis tools

One-sample t-test was used to find out if the overall EQ score is greater than the mean score, independent sample t-test was used to find out if EQ scores for males & females are same, Simple linear regression was used to find out if EQ score is dependent on variables like gender & age groups. SPSS was used for getting the outputs.

Results & Discussions

By simple mean calculations, self-awareness score was found to be 65%, self-management score as 71%, social awareness score as 70% and relationship management score as 72% and the overall EQ score was found to be 69%. From cross tabulations, EQ score of males was found to be 69% and that of females as 71%. It was also found that EQ score for the age group below 30 was 65%, 30-below-45 was 71% and above 45 was 68%.

H₀: EQ score is greater than the mean score

H₁: EQ score is not greater than the mean score

From one-sample t-test, it was found that EQ score is greater than the mean score the observed value, t=19.038 was found to be greater than the upper limit, 12.5911.

coefficients ^a						
Model	B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	58.237	2.236		26.044	.000
	Gender	-1.719	1.662	-.099	-1.034	.303

a. Dependent Variable: Score

H₀: EQ score is independent of Gender

H₁: EQ score is not independent of Gender

Here in regression analysis, null hypothesis is accepted as the p value, 0.303 is greater than the alpha value, i.e. 0.05 which means that EQ score is independent of gender and that it cannot be predicted by gender

Coefficients ^a						
Model	B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	50.380	1.763		28.579	.000
	Age	1.478	.421	.319	3.510	.001

a. Dependent Variable: Score

H₀: Emotional Intelligence is independent of age groups

H₁: Emotional Intelligence is not independent of age groups

Here in regression analysis, null hypothesis is rejected as the p value, 0.001 is less than the alpha value, i.e. 0.05 which means that EQ score is dependent of age groups and that it can be predicted by age groups with the help of this equation: Y= 50.380+1.478x

Suggestions

We may be good at something, others may identify our talent but if we are not aware of our own talent, how can we execute it? Awareness plays a vital role in growth & development of any concept. Therefore, EQ training should be given to the employees in form of workshops, expert lectures etc. in order to create awareness as it was also noted that very few respondents are aware of this concept. Managers don't need to be concerned about gender while recruiting a worker as there's no significant differences found in the EQ score of males and females but they should be concerned about age-groups for the same as EQ is dependent on age groups and that EQ score can be predicted by the regression equation: Y=50.380+1.478x. It was also found that EI score for the age group below 30 is the lowest, then for the age group, 30-45 years it has increased significantly but then fell down to age group above 45 years. So, recruiting a worker with the age group 30-45 years is recommended. Looking at this finding of the research, it can be recommended to future researchers of Emotional Intelligence that somewhere experience would be directly and positively related to Emotional Intelligence. Therefore, experience should be taken as an important variable while predicting and measuring Emotional Intelligence which is not covered in this research.

Conclusion

One cannot improve his/her IQ skills but EQ are the skills that anyone can learn as well as enhance and this is why we have witnessed so many examples explaining that even a person with an average IQ can outperform those having high IQ because of a balanced EQ skills. It is very important for us to get acquainted to this emerging concept because if we're able to control our feelings, we're more likely to get others to co-operate with our plans. All achievements involve help, support, ideas or information from other people. So if we want their co-operation, we must learn to control ourselves as one of the sayings by Gautam Buddha goes like this: 'A man should first direct himself in the way he should go. Then only should he instruct others'

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