



A Study of Emotional Intelligence in Selected Organizations of India

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ABSTRACT

A high degree of emotional intelligence denotes a highly sensitive person who knows own internal system and the moods of others. Research reveals that Arrogant Leaders who are not able to manage own emotions are less successful than Leaders who are masters in balanced and sensitized emotions. The implication for leaders is that they have to develop EI balancing their moods. It is also helpful to develop a congenial environment because light heartedness is one most contagious of moods. With the aforesaid backdrop, the present study assumes importance as it attempts to highlight the prevalent EI Practices in selected business organisation of India. A sample size of 30 from a cross section of organizations from manufacturing and service sector has been taken from the major cities Pune, Mumbai, Delhi, Noida, Guargaon, Jaipur and Indore. The data has been tested and validated by statistical tools and conclusion and recommendations given

KEYWORDS

Congenial, contagious, EI Practices

INTRODUCTION

The relationships between a leader's emotion and their effects on teams and outcomes became popularized by research of (GOLEMAN, 1995). He defined EI as a group of mental abilities that help people to recognize their own feeling and those of others. A person can have excellent training, superior analytical skills and loads of innovative suggestion but he or she still will not be able to make a effective leader without Emotional Intelligence component. Emotional Intelligence plays an inevitable role in top level management positions . (Jawahar, 2012), asks that Emotional Intelligence at work has a great influence on the level of job satisfaction and in turn on work performance. This study thus confirms that strategic EI is a multidimensional concept consisting of understanding emotions and managing emotions. A positive relationship has been established between strategic EI and JS (Job satisfaction). But a relationship is found to be weak which established that there are many factors that influence Job Satisfaction and hence strategic EI may not be significant one. (Aravamudgan, 2010) adds that there is a growing body of research that points to be wide array of attributes that has come to be known as emotional intelligence, which pays a clinching role in shaping outstanding leaders. Emotional Intelligence has become an important parameter to differentiate between effective and ineffective Leaders. (Itishree, 2010), illustrates that in the present dynamic scientific and business environment, a corresponding rapid change in human lifestyle as it not only counts on the physical dimensions but connects to emotional aspects as well. It has also become more important to achieve corporate excellence as the future hinges on learning and performance of organisations.

(R, 2010), concluded that Emotional Intelligent refer to those abilities and capabilities that help individuals feel and manage emotions to achieve their goals. EI is a synergy that occurs between the abilities and capabilities that individuals possess for managing emotions, it is the one's ability to manage his/her feelings and emotions, and at the same time recognize the feelings and emotions of others. (Joshi, 2010), advocate that it helps in assessing the effect of emotion on behaviour and identifying the best emotional state which helps to manage specific situations. In today's competitive world as jobs are becoming intellectual and the world is coming closer, understanding others emotions and feelings has become very essential. Higher EI improves individual, group and organisational performance. (Mathew, 2009), tells that Emotional intelligence leads to organisational excellence, i. e., quality which is contextually linked with people's perception on objects. While evaluating objects, people experience emotions in the forms of joy and anguish, anger and weariness in the workplace and confront problems in their personal and professional lives. (Walton, 2010) , advocates that EI has a worldwide applicability in the preparation for Executive leadership and in enhancing business performance. EI legitimizes a fuller consideration of the emotional interplays which characterize all work based activity and facilitates discussion about significant facts of workplace behaviour, which may otherwise be denied, discounted, ignored or trivialized. It is suggested that EI offers perspective which – if utilized – could reduced the frequency of executive derailment and enhance organisational working relationships.

2.0 Research & Methodology

Research Design: (Cooper, 1991) The Research design chosen for this study was exploratory research design. The main objective is to explore the role of EI in managing people. Organizations representing as cross-section of industries were chosen for study purpose. An Structured Questionnaire as an Instrument of 16 Statements was been devised for the purpose of Primary data. A four-point interval rating scale has been used. Numerical Score scale has been applied to quantify the responses. Convenience sampling in the non-probability sampling was adopted to select the sample units. The sample units came out to be 30. Pune, Mumbai, Delhi, Noida, Guargaon, Jaipur and Indore were chosen for the purpose of study. The Top Management CEO's, Managing directors/ Managers of organisations of India were Interviewed. The data received



Figure 1: Emotional Intelligence

Source: <http://www.wearelifeology.com/services/eq>

through part 'C' of the questionnaire was quantified the aggregate score of an organisation was calculated by adding the item scores for all the applicable statement. This was termed as EI Practices score (EIPS). The median of aggregate EIPS was calculated. The organisation less than median value was termed as organisations having low score of EI Practices. The organisation having EIPS equal either or higher to the median score were termed as organisations with higher score of EI Practices. Factor-wise score is calculated by adding the item scores for all the statements pertaining to EI factor. The various statistical analysis methods such as percentages, proportions, mean, mode, median, tests of significance. Such as chi-square test, t-test, Z-test, ANOVA and correlation coefficient were used.

(Norman, 1993), Operational Definition of Size- The size was taken as the function of the number of employees in the organisation. >500 employees as 'Large' , <500 - 100 or more in 'medium' >100 small sized organisations. 10 organisations for Large, Medium and small has been taken in the sample respectively. Age- function of the number of years an organisation was in existence. New Organizations after 1991 (an year of economic reforms) and before as 'Old' Organisations. The year 2013 was considered as a reference year for categorizing the Old and New Organizations. *Type of Industry-* IT, Financial Firms, Pharmaceutical, Automobiles, and Banking. *Experience* -3 Years and more than 3 years.

Analysis and Interpretation

The EIPI values are in ascending order using data array method. The mean is 76.67 and mode is 72.. The median value came out to be 77. The organisations whose EIPI value was less than median value 77 were classified as 'low' EIPI organisations, while the organisations having EIPI value higher than median value 77 were termed as 'high' EIPI organisations. 23.33% of the organisations fall in the range 80-90. 66.67% organisations fall in range of 70-80 and rest in each of 60-70. This projects the high status of EI Practices in these organisations. The value of t is 2.05 at 5% level of significance for two tailed test since $t_{cal} > t_{tab}$ we reject H_0 at 5% level of signification and conclude that sample means of high and low categories of EIPI are significantly different. Thus, a category of organisations of EIPI values in high and low values is justified.

A four-point linked type scale was used . It is expected that companies with high EIPI will have high score for this question and vice-versa.

Analyzing 30 responses for each statement and taking the average of the ratings given by the respondents calculated the mean of each of the 16 statements. Ranks assigned and the statements arranged according to the ranks in descending order.

S.No	EI Practices	Mean Scores	Rank
1	Human capital, often called people, is an asset.Training is an effort of optimum utilization of human resources	3.73	1
2	Do you believe openness and effectiveness in leadership Development plays an important role in EI strategy Development?	3.40	2
3	Emotional intelligence is linked to performance	3.30	3
4	EI plays an important role in leadership?	3.07	4
5	Human Resource is an Asset not a Liability	3.03	5
6	Development focuses on creating multi function leadership skills?	2.80	6
7	Conscious efforts are being made to understand relationship between EI & leadership skill?	2.80	7
8	Emotional intelligence can be developed?	2.73	8

To find out whether the large, medium and small sized organisations differ with respect to the EI Practices in aggregate as well as factor-wise.

H_0 1: There is no significant difference among large, medium and small sized organisations regarding "Aggregate".

H_0 2: There is no significant difference between the large, medium and small sized organisations regarding "Emotional Intelligence and Leadership".

The size of the orngaisation does not differ significantly to EI Practices. Thus 'EI Practices is considered in all size of organisations at the same footing. The tabulated value of F at (2, 27) degrees of freedom at 5% level of significance is 3.3541 where as at 1% it is 5.4881. Whether The old and the new organisations do not differ significantly with respect to EI Practices The tabulated value of t_{28} (5%) = 2.05 at 5% level of significance (2- tailed test), Not Significant. Do the old and the new organisations differ significantly with respect to "Emotional Intelligence and Leadership". The tabulated value of t_{28} (5%) = 0.04 at 5% level of significance (2- tailed test). Result is Not Significant. As it is clear, that all the null hypotheses cannot be rejected. Hence, it can be statistically said that the old and the new organisations do not differ with respect to aggregate and factor-wise EI Practices.

To test if the size of the organisation is independent the EI Practices. The value of Chi-square₂ =3.53. The result is Not Significant. On testing Hypothesis of Age of the organisation is independent of the EI Practices. The tabulated value of Chi-square₂ =0.15. The result is Not Significant. It can be concluded that the organisations characteristic such as age and size are independent of the level (high or low) of EI Practices.

To test the relationship between size and age of organisations and the EI Practices Hypothesis testing to test relationship and to test no relationship two Coefficient of Correlation : (r) were calculated. The correlation of size, age and EI came out to be negative. But both were found to be non-significant at 5% and 1% level of significance. { t_{28} (5% level) = 2.05; t_{28} (1% level) = 1.70 } for two tailed test. Thus it can be statistically concluded that size and EI; and age and EI have no relationship. To test the Relationship between Experience of Top-Level Managers and EI Practices of no difference with respect to EI Practices Aggregate and factor wise the tabulated value of t_{28} for Agregate = -0.43 (2 tailed test), which is not significant and Factor wise tabulated value of t_{28} (5%) = -0.35, which is again non significant.

Hypothesis testing on relationship between Types of Organisations and Business Strategic Practices (Aggregate and Factor-wise) no difference among type of organisation F-test using one-way ANOVA were performed and the results are The tabulated value of F at (F_(2,27)) at 5% level of significance is 3.3541 where as at 1% level at F_(2,27) it is 5.4881. All hypotheses are accepted. This means that types of organisations do not differ among themselves with respect to aggregate and EI aspect and impact. The rest of the null hypothesis are accepted i.e., types of organisations do not differ significantly as regards to factor-wise EI Practices.

Conclusions

Empathy involves understanding the circumstances of the other person. Corporate World Empathy means understanding the situations of the Employees. Sympathy means feelings of pity and sorrow for someone else's misfortune. As a Professional a Superior subordinate Relationship thrives on Role and Responsibilities and not Fortunes or Misfortunes. Empathy practically practiced becomes Emotional Intelligence. It is connected to Ethics because Every Person has the right to be respected. So there is a coherent relation between the 3 E's Ethics, Empathy & EI.

Empathy gives Every Employee the Right of being respected. The inherent difference between different Employees is the Role and responsibilities and not at all related to looking down to the subordinate positions. One should be made clear at all levels that on the absence of empathy , A person looses the sense and is drowned in Ego of his position. Thus, the con-

nect to Ethics begin. Ethics tells us the way to behave in a certain acceptable manner in society so as not to harm others around us and to bring the best of the families dealing with homelessness people. On one hand people devote self to social work - serving the welfare of a child, patients dealing with substance abuse or mental health related issues, Ethics, Empathy through EI is making important decisions on improving the quality of life for society by giving Work Life Balance.

Emotional Intelligence is a Ethical tool for Decision Making because it is a Concept which requires Empathy for the Subordinates, Peer Groups and People as a Whole. Emotional Intelligence requires Empathy not Sympathy. Empathy defined as the skill to understand and make a compatible environment. The Superior Subordinate relationship should thrive on giving shoulder to each other, instead of Leg Pulling. (Agarwal Nisha, 2013) Emotional intelligence includes: self awareness, self regulation, motivation, empathy and decision making. Study suggest that emotional intelligence is a responsible factor for determining Effective and efficient Leadership along with psychological wellbeing, seems to play an important role in taking the ethical decision making, Without EI skills a manager cannot take the ethical decision in his Organization. Empathy when practised results into Ethics and when it becomes a Habit than it becomes a Strategic Tools for the Organization as Emotional Intelligence. This is an art and with practice one is able to master decision making by Emotional Intelligence skills. Emotional intelligence skills shape our personality and help to take right decisions with a condusive environment. Emotional intelligence skills increases the warmth in the relationship in the organization as well as in family & society. Finally, the practical application of Emotional Intelligence skills and behaviors can enhance not only the outcome of a decision but also the processes associated with decision-making and also helps in job satisfaction. The organizations have to sustain, in the global economy which is highly fragile and sensitive, they need to take proper care of the human resource. Emotional Intelligence is the only solution to the problem.

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