

Emotional Intelligence among Executives of Indian Manufacturing Industry

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DOI:10.23837/tbr/2017/v5/n2/164229

Abstract

A growing body of research demonstrate that emotional intelligence (EI) is a better predictor of “success” than the traditional measure of cognitive intelligence (IQ) (Kamboj, 2014, Rai & Rao, 2014, Palmer, Donaldson, & Stough, 2002). The workplace is an ideal environment for individuals to develop their social and emotional skills, as they are motivated to develop those capabilities in pursuit of success and promotion. This study aims to find the levels of emotional intelligence of the executives working in Indian manufacturing industries and compare with age and experience. 14-item EI scale developed by Chadha and Singh (2006) was adopted for collecting the data. The results of the study revealed that executives working in Indian manufacturing industries have high level of EI. However, there is a significant difference between EI levels based on age and experience in the industry.

1. Introduction

Emotional intelligence (EI) though a dynamic concept has a practical approach. Being complex in nature includes highly important skills and insight of an individual regarding intrapersonal and interpersonal factors that influences the individual's competency profile (Mayer et. al, 2004) accounts for success which are related to accurate appraisal and expression of the emotions, their effective regulation, use, understanding of one's own and others emotional state to control behaviour and solving emotional problems (Salovey et.al, 2004).

When dealing with people, remember that you are not dealing with creatures of logic, but creatures of emotion.

~ Dale Carnegie

EI is considered to be an umbrella concept that captures a wide range of individual skills and dispositions of soft skills that are outside the traditional areas of specific knowledge, general intelligence and technical or professional skills. EI is originated from branches of behavioural sciences, emotional, and communications theories, such as neuro-linguistic programming, transactional analysis, etc. Emotional abilities of executives and employees strengthen their skills and perceptions on emotion, the appropriate use of emotions to extend the thought process, understanding emotions, and finally managing emotions. Emotional intelligent people like executives are able to manage stressful and terrible situation in a better manner. They react with clear and rational mind to take better decision. EI helps them in resolving conflict through promoting and understanding relationships, fostering stability and harmony. The emotional stability of EI helps executive to build a successful interpersonal relationship. Emotional awareness focuses the inner world which enable one to make good choices and develop a mutually healthy balance between own needs and that of others.

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Palmer, Donaldson, and Stough (2002) stated that high emotional intelligence is a forecaster of life satisfaction. Furthermore, Pellitteri (2002) stated that individuals high in emotional intelligence are more likely display healthier psychological adaptation due to the use of adaptive defence style. The effectiveness of an organization mainly depends on increasing self-awareness in employees and executives along with culture development as well as language to communicate and share information with each other to prepare self-defence mechanism (cognitive intelligence). This paper is an attempt to find the EI levels of the executives working in Indian manufacturing industries and compare with age and experience.

2. Literature Review

EI refers to the ability to perceive, control and evaluate emotions of self and of others. It is most researched concept of psychology and used in industry by the management of organisations. Various researchers have defined the concept EI from different perspectives; some of the popular definitions are as follows-

It was first defined by Salovey and Mayer (1990) as “the ability to monitor one’s own and others feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions”. It is an “accurate appraisal and expression of emotions in oneself and others and the regulation of emotion in a way that enhances living” (Mayer, DiPaolo & Salovey, 1990).

Cooper and Sawaf (1996) defined EI as “the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection and influence”. Again Mayer and Salovey (1997) defined EI as “the ability to perceive accurately, appraise, and express emotion; the ability to access and / or generate feelings when they facilitate though; the ability to understand emotion and emotional knowledge; and the ability to regulate emotional to promote emotional and intellectual growth”. Reuven Bar-On (1997) explored the concept and calls it Emotional-Social Intelligence. It is “a cross section of interrelated emotional and social competencies, skills and facilitators that determine how effectively we understand and express ourselves, understand other and relate with them, and cope with daily demands”. Goleman (1998) defined EI as “the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships”.

The term EI got popularised when Goleman has written a book named as “EI at Work Place-a Professional Guide” and also created the framework of EI consists of five competencies such as self awareness, self regulation, empathy, motivation, social skills that could be developed for understanding emotions of others, controlling own emotions and helps an individual in maintaining relationship with other members of the society, success in personal as well as in social life, etc. Singh (2006) defined EI as “the ability of an individual to appropriately and successfully respond to a vast variety of emotional stimuli being elicited from the inner self and immediate environment. EI constitutes three psychological dimensions: emotional competency, emotional maturity and emotional sensitivity- which motivate an individual to recognize truthfully, interpret honestly and handle tactfully the dynamics of human behaviour”.

Thus EI is a skill to manage the emotions of self as well as of others effectively. It’s an ability to use and handle emotions appropriately based on the situation and a capability to balance emotion while maintaining the relationship with others. Moreover it is all about being honest and smart with our emotions so that happiness and productivity can be maximised.

Several researchers have studied the EI and its significance in workplace environment. Kamboj (2014) described that the success of a person can better be determined with EQ (Emotional Quotient) of that person rather than focusing on IQ (Intelligence Quotient) level. Human assets are main pillars of the success of an organization, if these pillars are not strong enough then organization cannot survive in the long run. So it is very important for the organizations to focus on understanding their emotions and developing EI skills amongst them. Rai and Rao (2014) stated that emotional intelligence (EQ) is more important than one's intelligence (IQ) in attaining success in their lives and careers. As individuals our success and the success of the profession today depend on our ability to read other people's signals or cognition and react appropriately to them. The findings of their study proved that emotional intelligence improves with age, education and experience. Ahuja (2011) stated that the employees having greater emotional intelligence can better manage stress, communicate well, perform good quality work according to the standards, have better interpersonal relationship, are better team player and Excellent in overall work performance. Mishra and Mohapatra (2010) described that EI level increase with work experience rather than gender, academic qualification among corporate executives. Work performance is directly proportional to EI level; it implies that increased emotional intelligence scores are associated with increased performance among executives working in various sectors.

There are several published research studies that investigate the levels of EI among working people in India, even though EI has been mainly studied in the area of job performance. However, there are no specific studies that investigate EI levels among manufacturing firms executives. Therefore, the specific problem addressed in this study is to examine the levels of EI among executives who work for manufacturing firms in India. In addition, there are also limited studies that identified the gender and years in the industry have any significant difference to EI levels among executives.

3. Objective

The objectives for the study were designed as follows;

- Investigate EI levels among executives of manufacturing industries in India
- Determine the differences between executives EI level with age and work experience

Hypothesis

The following hypothesis were designed to study the objective

H₀₁: There is no significant difference between EI levels of executives with age

H₀₂: There is no significant difference between EI levels of executives with work experience

Research Method: In order to study the objective and hypothesis developed for the study, an exploratory survey method was used.

Sampling Method: Keeping in view the objective of the study, multistage stratified random sampling technique was used.

Sample size and unit

The study is confined to Indore district of MP state. 10 male executives from each of 20 well known manufacturing companies were selected. In total sample size was 200.

Measurement tool

'Emotional Quotient test' developed and standardized by Dr. Dalip Singh and Dr. N. K. Chadha, (2006) for measuring the level of emotional intelligence among executives was used. It consists of 14 items to be responded by the executives working in selected companies. The retest reliability and the validity of the scale were 0.94 and 0.92 respectively.

4. Data collection and analysis

The questionnaire was administered personally and collected data was analysed using SPSS 19.0 version statistical software. In order to determine the difference between EI levels of executives with age and work experience, mean score, standard deviation were used. The data of each EI factor was considered as dependent variables, while the age and work experience in the industry were categorized as independent variables. The T-test was employed to determine the differences between EI and other selected independent variables including age and work experience in the industry in the study.

5. Results and interpretation

For first objective of study i.e. Investigate EI levels among executives of manufacturing industries in India. Table-1 (see appendix) presented the EI levels among executives of manufacturing industries in India. It was revealed from the results that EI overall score among executives of manufacturing industries in India was high. For second objective of study i.e. determine the differences between executives EI level with age and work experience, the mean score, standard deviation, and t-test values were used as indicated in the Table-2, and Table-3 (see appendix). Hypotheses were tested as follows:

H₀₁: There is no significant difference between EI levels of executives with age

It is observed from the Table-2 that EI score differ significantly with age less than 30 years and 30 years and more at 1% level of significance. It implies that H₀ is rejected i.e. there is a significant difference between EI levels of executive with age.

H₀₂: There is no significant difference between EI levels of executives with work experience

It appears from the Table-3 that EI score differ significantly with age less than 30 years and 30 years and more at 1% level of significance. It implies that H₀ is rejected i.e. there is a significant difference between EI levels of executive with work experience.

6. Conclusion

'Emotional Intelligence' is a psychological construct that affects workplace performance. It includes the abilities to perceive emotions accurately, to assess and generate emotions to assist thought, to understand emotions and emotional knowledge, and to regulate emotions reflectively to promote emotional and intellectual growth (Goleman, 1998). Work pressure among the executives due to large scale communication from top to bottom results in negative emotion and they commit more mistakes, miscommunication and ultimately blocked their creativity. But, positive emotions contribute to better organizational performance, enhanced creativity, and increased innovations. Enhanced emotional intelligence (EI) skills in the corporate executives help to build trust, courage, and passion as well as overcome the feelings of anxiety, fear and depression (Ahuja, 2011). EI score was high of the executives working in manufacturing industries in India. It was differ significantly with age and work experience in the industry. This finding also supports the findings of Click (2002), Abraham (2004), Cote and Miners (2006), Adeyemo (2007), Mishra and Mohapatra (2010) and Mohapatra (2014).

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Appendices

Table-1: EI levels among executives of manufacturing industries in India

Emotional Intelligence	Mean	SD
Competency	11.58	3.11
Maturity	11.74	3.16
Sensitivity	12.21	3.37
EI Overall score (Total EI)	11.84	3.21

Table- 2: EI levels among executives with reference to age

EI	Age	N	Mean	SD	't' value
Competency	Less than 30 Years	76	11.24	2.98	-1.7552613
	30 Years and More	124	11.78	3.19	-0.2094457
Maturity	Less than 30 Years	76	11.58	3.12	-0.7264832
	30 Years and More	124	11.96	3.37	0.39651734
Sensitivity	Less than 30 Years	76	11.57	3.09	-0.7617493
	30 Years and More	124	12.02	3.41	0.58779917
Total	Less than 30 Years	76	11.46	3.06	-1.0826024
	30 Years and More	124	11.92	3.32	0.26832599

Table- 3: EI levels among executives with reference to work experience

EI	Work Experience	N	Mean	SD	't' value
Competency	Less than 10 Years	87	11.26	3.03	-1.7854389
	10 Years and More	113	11.89	3.12	0.1703549
Maturity	Less than 10 Years	87	10.57	2.78	-4.2610688
	10 Years and More	113	11.92	3.18	0.26742505
Sensitivity	Less than 10 Years	87	10.69	2.86	-3.7505195
	10 Years and More	113	11.24	3.01	-2.1189659
Total	Less than 10 Years	87	10.84	2.89	-3.2274668
	10 Years and More	113	11.68	3.10	-0.5486527