

A Study on Assessing The Emotional Intelligence Among The Managerial Employees in Bhel (Bharath Heavy Electrical Limited) Trichirapalli



Management

KEYWORDS: Emotion, Intelligence, Demographic, Managers

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ABSTRACT

Emotional intelligence can be defined as the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately and to use emotional information to guide thinking and behaviour Coleman, Andrew (2008). However, substantial disagreement exists regarding the definition of EI, with respect to both terminology and operationalizations. The present study concludes that a moderate level of emotional intelligence was found among the managerial employees. It also concludes that the demographic variables namely age, gender, education, designation, experience and income influences the level of emotional intelligence of the managerial employees.

INTRODUCTION

Emotional intelligence can be defined as the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately and to use emotional information to guide thinking and behaviour Coleman, Andrew (2008). However, substantial disagreement exists regarding the definition of EI, with respect to both terminology and operationalizations.

Emotional intelligence (EI) refers to the ability to perceive, control and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic.

It is known that not the smartest people that are the most successful or the most fulfilled in life and people who are academically brilliant and yet are socially inept and unsuccessful at work or in their personal relationships. Intellectual intelligence (IQ) isn't enough on its own to be successful in life. IQ can help one to get into college, but it's the EQ that will help them to manage the stress and emotions when facing final exams.

Adey et. al., (2010). Stated that other than the high degree of knowledge, experience, education, and skills, employers generally know that work efficiency of an employee is closely related to emotional intelligence a person. This is because the emotional aspects such as high self-confidence, adaptability when faced with problems and obstacles in the workplace, motivate themselves to achieve common goals, work effectively in teamwork and have the skills to deal with the conflicts is needed in the environment of work and improving the performance of a job and adapt with work environment.

Thus this study aims to find out the level of emotional intelligence among the employees of Bharat Heavy Electrical Limited, Trichy.

REVIEW OF LITERATURE

Salovey and Mayer (1995) defines emotional intelligence as consisting of four different dimensions. The four dimensions of emotional intelligence are self-emotional appraisal (SEA), others' emotional appraisal (OEA), regulation of emotion (ROE) and use of emotion (UOE). Self-emotional appraisal (SEA) is about assessment and emotional expression in the self. This is related to the ability of individual's to understand the deep of their emotions and can express those emotions naturally. People who have great ability in this area will identify and acknowledge their emotions properly before most people.

Khokharet. al., (2009) explained the performance of executives on different levels of emotional intelligence and provides a link between emotional intelligence and effective work performance. This research conducted on 20 male of executives from 200 executive within the age range of 40 to 55 years. All of executive is chosen from BHEL (Haridwar) and THDC (Rishikesh) of Uttarakhand State (India). The findings of the study revealed that executives having higher emotional intelligence show better quality of work performance as compared to their counterparts.

Daniel Ford (2013). The study found that emotional intelligence—which Six Seconds defines as “a set of skills for understanding and using emotions effectively”—accounted for almost half of an individual manager's performance level. It also found that emotional intelligence increased organizational engagement, higher organizational engagement achieved higher bottom-line results, and employee turnover dropped 63 percent during the study.

Dong, (2006). have found that our emotional awareness and ability to handle feelings rather than our I.Q will determine our success and happiness in all walks of life. An employee with high emotional intelligence is able to respond appropriately to workplace stress and to emotional behavior of his co-workers. These abilities greatly enhance job satisfaction.

Laxmi Narayan Sharma (2014). The study findings shows that out of 50, 22 respondents were found to be having extremely high emotional intelligence, 10 high EI, 12 moderate and rest are doubtful. As per the table shows above the distribution of EI score reflects that about 50 % respondents found to have extremely high EI are below. The pattern of EI distribution is based on their length of service qualification and their challenge gratitude & subjective aptitude.

OBJECTIVE

1. To study the demographic profile of the employees.
2. To study the level of emotional intelligence of the employees.
3. To study the relationship between demographic variables and emotional intelligence.

METHODOLOGY

Descriptive design was adopted for the study. For the purpose of the study only the managerial level employees were considered as the universe of the study. The managerial level employees include Supervisor, Assistant manager, Manager, Senior Manager and general managers. The researcher adopted simple random sampling technique for selecting the sample for the study. The sample size of was confirmed

to 546 workers assuming that 30 percent would be significant to represent the opinion of the total employees engaged in the industry. The researcher used questionnaire as a tool for collecting data. The questionnaire consisted of three sections. 1. Personal details, 2. Emotional intelligence scale and 3. Personality inventory. The researcher used the following standardized scales for data collecting.

ANALYSIS AND INTERPRETATION

Table 1: Demographic profile

Variables	Particulars	Frequency	Percent
Age	Below 30	81	14.8
	31-35	155	28.4
	36-40	157	28.8
	41-45	99	18.1
	46 and above	54	9.9
Gender	Male	409	74.9
	Female	137	25.1
Education	School Level	60	11.0
	Graduation	206	37.7
	Post Graduation	175	32.1
	Professional Degree	105	19.2
Designation	Supervisor	110	20.1
	Assistant manager	141	25.8
	Manager	190	34.8
	Senior Manager	64	11.7
	General Manager	41	7.5
Experience	Less than 10 years	240	44.0
	11-15 years	146	26.7
	16-20 years	102	18.7
	21-25 years	49	9.0
	26 and above	9	1.6

Monthly Income	Below Rs.10000	240	44.0
	Rs.10,001-20,000	146	26.7
	Rs.20,001-30,000	102	18.7
	Rs.30,001-40,000	49	9.0
	Rs.40,001 and above	9	1.6
Level of Emotional Intelligence	High	129	23.6
	Moderate	328	60.1
	Low	89	16.3

The table 1 shows the distribution of the respondents based on age. It shows that 28.8 percent of the respondents belong to the age group between 36-40 years and 28.4 percent of the respondents belong to the age group between 31-35 years. It shows that majority of the respondents (74.9 percent) were male and 25.1 percent of the respondents were female. It is clear from the table that 37.7 percent of them have completed their graduation and 32.1 percent of the respondents have completed their post graduation degrees. It shows that 34.8 percent of the respondents were managers, and 25.8 percent of the respondents were assistant managers. It is evident from the table that 44 percent of the respondents had an experience less than 10 years and 26.7 percent of the respondents had an experience between 11-15 years. It is evident that 44 percent of the respondents were earning an income below Rs.10,000 and 26.7 percent of the respondents were earning an income between Rs.10,001-20,000. The table 1 depicts the distribution of the respondents based on the level of emotional intelligence. It shows that 60.1 percent of the respondents had a moderate level of emotional intelligence, 23.6 percent of them had a high level of emotional intelligence and 16.3 percent of them had low level of emotional intelligence.

Table 2: Significance Test (T-Test and F-Test) For Emotional Intelligence Based On Demographic Variables

Variables	Particulars	Mean	SD	Test	p value	Result
Age	Below 30	68.98	16.26	F = 8.43	0.000**	Significant
	31-35	74.83	18.93			
	36-40	74.77	15.56			
	41-45	77.86	15.60			
	46 and above	85.92	20.58			
Gender	Male	73.26	15.31	t = 5.48	0.000**	Significant
	Female	82.55	22.01			
Education	School Level	72.66	14.70	F= 37.18	0.000**	Significant
	Graduation	69.92	13.85			
	Post Graduation	74.62	17.86			
	Professional Degree	90.00	18.02			
Designation	Clerk	76.10	14.77	F= 25.2	0.000**	Significant
	Assistant manager	73.44	16.04			
	Manager	69.67	16.37			
	Senior Manager	91.71	14.51			
	General Manager	83.90	22.35			
Experience	Less than 10 years	66.98	16.73	F= 42.80	0.000**	Significant
	11-15 years	77.86	13.49			
	16-20 years	82.99	14.18			
	21-25 years	93.38	16.68			
	26 and above	87.88	17.65			

Income	Below Rs.10000	75.75	19.64	F= 2.34	0.05*	Significant
	Rs.10,001-20,000	76.20	14.79			
	Rs.20,001-30,000	73.12	21.14			
	Rs.30,001-40,000	72.04	17.52			
	Rs.40,001 and above	81.18	16.58			

** Significant at 0.01 level, * significant at 0.05 level

From the table 2, the ANOVA value (8.431) shows that there is a significant difference in the level of emotional intelligence among the different age groups of the respondents at 0.01 level of significance. The mean value shows that the respondents belonging to the age above 46 years (20.58) had better emotional intelligence compared to other age groups of the respondents. The t-test value (5.458) shows that there is a significant difference in the level of emotional intelligence among male and female respondents at 0.01 level of significance. The mean value shows that the female respondents had better emotional intelligence compared to male respondents.

The ANOVA value (37.189) shows that there is a significant difference in the level of emotional intelligence among the different educational qualification of the respondents at 0.01 level of significance. The mean value shows that the professional degree holders had better emotional intelligence compared to other educational qualification of the respondents. The ANOVA value (25.227) shows that there is a significant difference in the level of emotional intelligence among the different designations of the respondents at 0.01 level of significance. The mean value shows that senior managers had better emotional intelligence compared to other designations of the respondents. The ANOVA value (42.808) shows that there is a significant difference in the

level of emotional intelligence among the different experience groups of the respondents at 0.01 level of significance. The mean value shows that the respondents who had experience between 21-25 years had better emotional intelligence compared to other experiences of the respondents. The ANOVA value (2.340) shows that there is a significant difference in the level of emotional intelligence among the different income groups of the respondents at 0.01 level of significance. The mean value shows that the respondents who earn an monthly income of Rs.40,000 and above had better emotional intelligence compared to other income groups of the respondents. .

Conclusion

The present study concludes that a moderate level of emotional intelligence was found among the managerial employees. It also concludes that the demographic variables namely age, gender, education, designation, experience and income influences the level of emotional intelligence of the managerial employees.

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