

Chapter I
INTRODUCTION

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1.1 Background of the study

Human Resource Management has witnessed a paradigm shift from administrative role to a broader strategic role in organisations. This has coincided with Emotional Quotient replacing Intelligence Quotient as the dominant predictor of workplace success. These two parallel, yet significant and transformational, evolutions emphasised on the relevance of intangible assets over tangible assets. Emotional Intelligence (EI) involves a set of skills that define how effectively you perceive, understand, express, reason with and manage your own and others feelings in a professional and effective manner. Emotional Intelligence reflects the ability to read and understand others in social contexts, to detect the nuances of emotional reactions, and to utilize such knowledge to influence others through emotional regulation and control.

The key objective in the management of any organization should be to provide various kinds of learning experiences to its people with the objective of developing human beings for their advantage and harnessing their physical, mental, emotional and intellectual endowments and abilities for the growth of the organization. For this emphasis should also be placed on the emotional aspect of human resources besides the cognitive aspect. Emotional skills are important at work as emotions are an inherent part of workplace activities at all levels. Emotions affect workplace decisions and strategies every day.

Organisations are settings that require interpersonal interactions. Most of these interactions are related to the performance of job duties, for example, serving customers, receiving instructions and reporting to supervisors or cooperating and coordinating with colleagues. Each individual has certain positive qualities called strengths. Knowing how and when to combine these strengths changes the atmosphere in which they work. Emotional intelligence contribute to the quality of people's relationship at work because emotions serve communicative and social

functions, conveying information about thoughts and intentions, and helping to coordinate social encounters (Keltner & Haidt, 2001)¹.

The continual presence of positive emotional states of the employees will also lead to positive affection towards the work environment and organisation.

There are several reasons why workers EI may influence workplace outcomes. Interpersonally, emotion awareness and regulatory processes expected associated with EI are expected to benefit people's social relationships hence affecting the experience of emotion and stress at work. Intrapersonally, use of emotion and being aware of one's own emotions can lead to regulating stress and negative emotions so that one can perform better at work. The workplace is an ideal environment for people to develop their social and emotional skills, as individuals are motivated to develop those capabilities in pursuit of success and promotion. The concept is equally important to employers, as their bottom-line productivity rests on the emotional intelligence of the whole organisation. When executives and employees work to improve capabilities in areas in which they are weakest, it benefits the entire organisation, improving communication and increasing productivity.

Several studies revealed that emotionally intelligent people have an awareness of situations pertaining to themselves and beyond their own personal perspectives. They exhibit a positive attitude and self confidence. This will help people to recognize a beneficial opportunity, take advantage of an encouraging event, which generates more chances to broaden horizons and embrace new experiences.

Organizations have to manage change in an effective way. Emotional intelligence plays an important role in helping the managers and employees to cope with the changes in the business environment. From the perspective of the humanistic existential approach, everyone has the potential to grow and develop. Assessing one's emotional intelligence and presenting the findings affords one an opportunity to engage in self-exploration which may potentially lead to self-growth and self- actualisation and indirectly lead to improved job performance. Emotional intelligence can play a significant role in the work environment (George 2000,

Goleman, Boyatzis and Mckee 2002, Law, Wong, Song, 2004; Sy and Cote, 2004; Wong and Law 2002)². Emerging 'affective revolution in social and organisational psychology' (Barsade and Gibson, 2007)³ lead Emotional Intelligence as an important predictor of key organisational outcomes including job performance and satisfaction (Daus and Ashkanasy 2005; Van rooy and Viswesvaran, 2004.)⁴

From literature review there is evidence that emotional intelligence is one of the most defining factors in workplace success and effectiveness. Emotional intelligence can make a difference in the workplace with regard to productivity and performance, interpersonal effectiveness, leadership capability, teamwork and job satisfaction.

1.2 Statement of the problem

Emotions in workplace settings and emotional intelligence are relevant topics in management today. Emotional Intelligence can play a significant role in the work environment (George 2000, Goleman, Boyatzis and wekee 2002, Law, Wong, Song, 2004; Sy and Cote, 2004; Wong and Law 2002)⁵. Researchers opined that employee's EI can predict work related outcomes such as job satisfaction and job performance (Bachman, Stein, Campbell and Sitarenior, 2000; Prati, Douglas, Ferris, Ammeter, and Buckley, 2003; Wong and Law, 2002)⁶. But there is more to emotions in the workplace than just emotional intelligence. Emotions have been described as discrete and consistent responses to internal or external events which have a particular significance for the organism. Some emotions are complex, brought about by any number of events, past experiences and inner thoughts or personality traits.

Learning and practicing emotional intelligence allow one person to self-direct the impulsive behaviours in a self-valued direction. The ability to act wisely in human relationships requires that one must apply and model three emotional intelligence skills. Effective communication (the EI skill of assertion) and emotional self-control (the EI skills of anger and anxiety management), as well as understanding and appreciating the differences in others, are reflections of interpersonal intelligence. These communication and relationship skills allow one to work effectively in groups and teams.

Emotions are the key to creative problem solving. The initiative and goal directed component of positive influence is also a contribution of the emotional mind. When one apply the positive influence skill, one act more than react, and one accept responsibility for achieving career and organisational goals.

From review of literature, it was found that the workplace outcomes (work attitude, interpersonal facilitation, job performance) and the emotional intelligence are related.

The empirical evidence for the relationship between workplace outcomes and emotional intelligence is very limited especially in the context of Kerala. Not many studies have examined the workplace outcomes of employees and the relationship with EI. Further it was found that there is paucity of studies focusing on the relationship of the workplace outcomes of people at supervisory and managerial level with emotional intelligence in general. Studies of this type were not done in Public Sector Firms in Kerala, in particular.

This shows the gap existing in this area of research and the need for doing a detailed study on the relationship between workplace outcomes and emotional intelligence. Hence this study was undertaken to examine the relationship between workplace outcomes and emotional intelligence among managers and supervisors in select Public Sector Firms in Kerala. The firms selected for the study include Departmental form of Public Enterprises, Govt. Companies and Public Corporations. Hence, for the purpose of this study, the term ‘Public Sector Firms’ was used.

The problem of the study can be stated as: “what is the relationship that exists between workplace outcomes such as job performance, interpersonal facilitation, work attitude and the emotional intelligence of supervisors and managers of the select public sector firms in Kerala?”

1.3 Scope of the study

Emotional intelligence is a skill in which individuals may differ significantly due to a number of factors. These include the demographic factors, personal factors, family related factors, educational factors and work life factors. The knowledge of each person’s EI helps manager to utilise this skill effectively for attaining

organisation's goals. Emotional intelligence develops over a person's life span and can be enhanced through training. By analysing each person's EI skills, a manager can easily develop a person's talents to improve his performance. The knowledge of the relation between workplace outcomes and emotional intelligence will help the organization to decide who should be hired, who should be retained, who should be given training etc.

The present study empirically investigates the linkage between emotional intelligence and work place outcomes among the managers and supervisors in select Public Sector Firms in Kerala. Emotional intelligence variables are perceiving emotions, using emotions, understanding emotions and managing emotions of supervisors and managers. Workplace outcomes include work attitude, interpersonal facilitation and job performance of supervisors and managers. The study was done by collecting data from select Public Sector firms, located in the three regions - North, Central and South - in Kerala. The knowledge of the relation between workplace outcomes and emotional intelligence will help the organization to choose the right type of employees and to decide the type of training to be given to them. This study covers job performance of supervisors and managers; the status of interpersonal facilitation and work attitude of supervisors and managers; emotional intelligence of supervisors and managers; and the relationship between workplace outcomes (job performance, interpersonal facilitation and work attitudes) and emotional intelligence.

1.4. Significance of the study

The competition among organisations today is to acquire and retain talented employees. Talent acquisition and retention are considered as the prerequisites for achieving stability in productivity, profitability and growth. This will give organisations an edge over its competitors. Organisations are not able to harness the best outcomes from their employees because they are not able to care for the emotional needs of employees. One of the key focus areas of corporate business world in the present context is to enhance the emotional intelligence of their employees. Business organisations have recognized the need and importance of enhancing the EI skills of their employees. Without emotional intelligence, even if a

person has the best training in the world, an incisive, analytical mind and an endless supply of smart ideas, he won't be a good performer. One person's emotional intelligence determines his potential for learning the practical skills. Unfortunately many organisations have not given due consideration for the EI skills, especially during the hiring process. This has resulted in employing people who may not have the desirable level of EI skills required for fulfilling their responsibilities in the organisation effectively. This in turn would adversely affect the workplace outcomes such as employee retention, satisfaction, performance, productivity, profitability, organisational citizenship behaviour, organisational commitment, interpersonal facilitation and work attitude. From review of literature, it is found that there is a paucity of research on workplace outcomes and emotional intelligence in the context of Kerala. Studies undertaken in the past have focused only on a limited set of criteria, and a little is known about the relation between workplace outcomes and emotional intelligence. Not much research has been done so far to study the relationship between workplace outcomes (job performance, interpersonal facilitation and work attitudes) and emotional intelligence of employees of the industries in Kerala. For the purpose of this study, select public sector firms were included. The outcomes of this study would help to have a better understanding of the relation between workplace outcomes and emotional intelligence in the firms selected for the study. There lies the significance of this research.

1.5 Objectives of the study

1. To study about job performance of supervisors and managers in selected firms in Kerala.
2. To study the status of interpersonal facilitation and work attitude of supervisors and managers.
3. To measure the emotional intelligence of supervisors and managers.
4. To establish the relationship between workplace outcomes (job performance, interpersonal facilitation and work attitudes) and emotional intelligence.

5. To make a comparison of the relationship between workplace outcomes and emotional intelligence of supervisors and managers in the firms selected for study.
6. To give suggestions to attain better workplace outcomes of managers and supervisors through improved emotional intelligence.

1.6 Variables used for the study

The two major variables used for this study are Workplace outcomes and Emotional Intelligence. Based on the review of literature on earlier studies, a number of minor variables were identified under each of these major variables. Workplace outcomes refers to the end result that follows a decision, an action or a transaction in a workplace. The desirable end results may include employee satisfaction; employee retention; improved performance, productivity and profitability; organisational citizenship behaviour; organisational commitment; interpersonal facilitation and work attitude. In this study the minor variables considered under 'Workplace outcomes' are Job performance, interpersonal facilitation and work attitude.

Emotional Intelligence (EI) involves a set of skills that define how effectively you perceive, understand, express, reason with and manage your own and others feelings in a professional and effective manner. Under this major variable, four factors were used as minor variables. They are the ability to perceive emotions, ability to use emotions, ability to understand emotions and ability to manage emotions.

Major Variables	Minor Variables
1. Workplace Outcomes	Job Performance, Work Attitude and Interpersonal facilitation
2. Emotional Intelligence	Perceiving Emotions, Using Emotions, Understanding Emotions and Managing Emotions

1.7 Research Model

Based on the findings from review of literature, the conceptual framework was constructed to show the relationship between Emotional Intelligence, the independent variable and Workplace outcomes, the dependent variable.

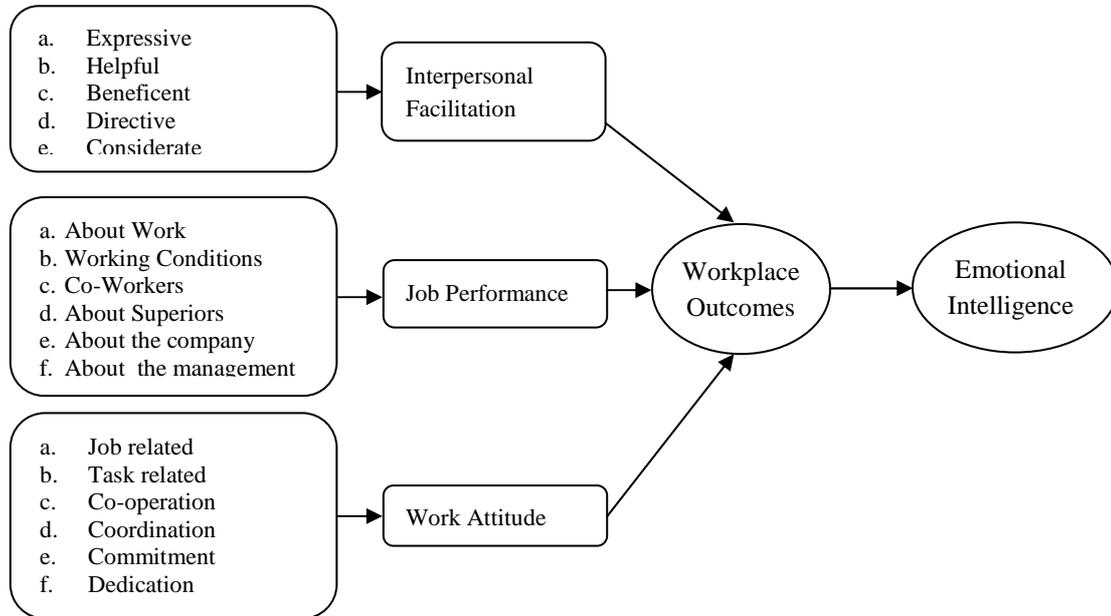


Figure 1.1 Research Model

The main factors affecting Workplace outcomes are interpersonal Facilitation, job performance and work attitude. Interpersonal facilitation is influenced by sub factors such as expressive behaviour, willingness to help, altruistic character, guiding others in the right direction and consideration of others. The sub variables of work attitude are attitude towards factors such as job, working conditions, superiors and management. The sub variables of job performance are job related factors, task related factors, cooperation among the employees, coordination of job related activities, commitment towards the job and the dedication. Emotional Intelligence with sub variables perceiving emotions, using emotions, understanding emotions and managing emotions influence workplace outcomes.

1.8 Hypotheses

- i. There is no significant difference among workplace outcomes of supervisors and managers.

- ii. There is no significant difference among emotional intelligence of supervisors and managers.
- iii. There is no significant relationship between emotional intelligence and work attitude of supervisors and managers.
- iv. There is no significant relationship between emotional intelligence and interpersonal facilitation of supervisors and managers
- v. There is no significant relationship between emotional intelligence and job performance of supervisors and managers.
- vi. There is no significant difference between emotional intelligence factors and demographic factors.
- vii. There is no significant difference between workplace outcomes and demographic factors

1.9 Operational definitions

Workplace outcomes: These are job performance, interpersonal facilitation and work attitude.

Job performance: Job performance is work performance in terms of quantity and quality expected from each employee. These standards form the basis for the performance review

Interpersonal facilitation: Interpersonal facilitation pertains to interpersonally oriented behaviours that contribute to organizational goal attainment.

Work attitude: Attitude is evaluative statements either favourable or unfavourable concerning objects, people, or events. They reflect how one feels about something.

Emotional intelligence: Emotional intelligence involves a set of skills that define how effectively you perceive, understand, express, reason with and manage your own and others' feelings in a professional and effective manner.

Public Sector Firms: Any commercial or industrial undertaking owned and managed by the government with a view to maximise social welfare and uphold the public interest.

Manager: Manager is a person responsible for supervising and motivating employees and for directing the progress of an organization.

Supervisor: A person with the official task of overseeing the work of a person or group.

1.10 Limitations of the study

This study was done by collecting data from supervisors and managers of select Public Sector Firms in Kerala. Hence the findings of the study are applicable to these firms only.

1.11 Scheme of presentation of thesis

The thesis is presented in nine chapters. The scheme of presentation is as follows:

Chapter 1- Introduction to the study

Introduction chapter details about background of the study, statement of the problem, scope, significance, objectives, variables, hypotheses, operational definitions, limitations and scheme of presentation of the report.

Chapter 2- Review of Literature

This chapter covers the literature reviewed by the researcher. The researcher has reviewed eighty articles published in journals, four theses submitted to various Universities and four books related to emotional intelligence. Emotional Intelligence and Workplace Outcomes are the two major variables used for the study. The journal articles, Theses and Books reviewed are presented under these two categories of variables.

Chapter 3- Theoretical Frame work

The theories related to the variables emotional intelligence and workplace outcomes are included in this chapter.

Chapter 4- Public Sector Firms in Kerala

This chapter detailed about the types of public sector firms, central public sector firms, state public sector firms, public sector firms in Kerala and the profile of ten public sector firms considered for the study.

Chapter 5- Research Methodology

The purpose of this chapter is to explain the methodology used for undertaking the study. The nature of the study, sample design, sources of data, methods of data collection and analysis done on the data collected are included in this chapter.

Chapter 6- Data Analysis and Interpretation

This chapter contains three sections such as Part I, Part II and Part III. Part I deals with the Descriptive Frequency Analysis of respondents demographical characteristic. Part II deals with the factor structure and development of structural models for each study variable. For this purpose the statistical tools of Factor analysis- Exploratory and Confirmatory factor analysis and Structural equation modelling were used. Part III deals with the hypotheses testing based on the study objectives. The tools applied were ANOVA, Correlation and Regression

Chapter 7- Findings

This chapter describes the findings of the study. It contains four sections. First section of the chapter contained the findings from exploratory factor analysis. Second section deals with the findings of confirmatory factor analysis. Third section covers the findings from structural equation modelling of each study variable. Fourth section deals with the findings from hypotheses testing based on the study objectives.

Chapter 8- Future Scope and Conclusion

Future scope and conclusion based on study findings are included in this chapter.

Chapter 9 – Suggestions

This chapter contains the suggestions based on the study findings.

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