

Emotions at Workplace Does Emotional Quotient affect a Manager's Effectiveness?

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ABSTRACT

All organizations are based on Human capital. It is the biggest and the most important asset of any organization. It is seen that managers with very high degrees and qualification sometimes fail to deliver on the work requirements. Some bigger factors are at play which affect the effectiveness of a manager.

The aim of this paper is to understand the concept of Emotional Quotient and try to find out the relationship with Managerial Effectiveness.

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I. INTRODUCTION

Time and again researchers have tried to explore the area of managerial effectiveness. Earlier the research was more focused on academic intelligence only. This paper looks at Emotional Quotient and tries to find out, if there exists, a relationship with Managerial Effectiveness. Another variable which impacts the effectiveness of a manager is the total number of years of experience a manager has acquired.

EQ is a score that gives an idea about the person's ability to act and react in situations and with people. People who are emotionally stable most likely score high on an EQ scale and exhibit corresponding behavior when dealing with stressful, unexpected and demanding situations or people in professional or personal front.

Psychologist Daniel Goleman has given five constituents of emotional intelligence:-

1. Self-Awareness
2. Self-Regulation
3. Social Skills
4. Empathy
5. Motivation

Managerial Effectiveness

Managerial Effectiveness is the ability of a leader to get required results for the organization. It includes efficient realization of company's strategies with optimum utilization of available resources.

II. LITERATURE REVIEW

Kerr, Garvin, Heaton and Boyle (2006) have investigated the effect of emotional intelligence (EI) scores and leadership effectiveness (subordinate ratings).

It was observed that high scores on EQ may act a good predictor of leadership effectiveness.

Kunnanatt, (2008) has described the important role that emotional intelligence (EI) might have in building performance levels of individuals and groups and career advancement in organizations, for workers , managers and leaders the world over.

Sivanathan and Fekken, (2002) have worked on to investigate the relationship between emotional intelligence and moral reasoning to the style of leadership and its effectiveness. The result of the data analysis presented that leaders who scored high on EI also showed higher levels of transformational leadership and were more effective.

Rosete and Ciarrochi, (2005) explore the relationship between emotional intelligence (EI), personality, Intelligence Quotient or cognitive intelligence and leadership effectiveness.

Tang, Yin, and Nelson, (2010)

The researchers have explored the relation between the emotional intelligence (EI) and transformational leadership of leaders in Taiwan and the USA.

The results of correlational analysis showed that participants' EI was positively correlated leadership practice.

Margaret M. Hopkins, Robert D. Yonker, (2015) explored the vital relationship between emotional intelligence (EI) and conflict management styles at the participants workplace

The results of regression analyses show a significant relationships between EI abilities and participants' conflict management styles

Jamali, Sidani and Abu-Zaki, (2008) have explored the idea of EI and worked towards finding its importance at the workplace.

III. RESEARCH METHODOLOGY

Objectives of the Study

As the service sector grows in India, it is imperative for the service sector companies to focus on factors that might be having an impact on the effectiveness of their managers.

The aim of the study is to examine the following:

1. To find out the relationship between Total Working Experience and Managerial Effectiveness.
2. To find out the relationship between Emotional Quotient (EQ) and Managerial Effectiveness.

Research Design

For this study following scales were used:-

Emotional Quotient – Emotional Intelligence Scale by Anukool Hyde, Sanjyot Pethe and Upinder Dhar.

For measuring Managerial Effectiveness - Managerial Effectiveness Scale by Upinder Dhar, Santosh Dhar , Preeti Jain .

The questionnaire included statements which the respondents had to rate on the basis of likert scale having responses ranging from 1 to 5.

5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

Appropriate questions were added to capture the demographic data of the respondents.

Sample Size

The questionnaire was administered to 200 managers. A total number of 186 responses were found to be complete and therefore were used for this study.

Data Collection

Primary data was collected by administering the structured questionnaire to the respondents. Effort was made to cover various service sector industries including Hospitality, Education, Health Care, ITES, Banking and Insurance etc.

Data Analysis Technique

Correlation analysis is used to analyze the collected data.

Hypothesis Formulation

The alternate hypotheses are framed according to the objectives of the study. There are a total of 2 hypotheses to examine the relation between Emotional Quotient and Managerial Effectiveness and Total Working Experience and Managerial Effectiveness of the managers in service sectors

The alternate hypotheses framed for the objective achievement are as follows:

1. There is a significant and positive relationship between Emotional Quotient (EQ) and Managerial Effectiveness of the managers in service sectors.

2. There is a significant and positive relationship between Total Working Experience and Managerial Effectiveness of the managers in service sectors.

IV. DATA ANALYSIS AND INTERPRETATION

Hypothesis Testing

Hypothesis 1. There is a significant and positive relationship between Emotional Quotient (EQ) and Managerial Effectiveness of the managers in service sectors.

Correlations

		METotal	EQTotal
METota	Pearson	1	.637
	Correlation		
	Sig. (2-tailed)		.000
1	N	186	186
EQTota	Pearson	.637	1
	Correlation		
	Sig. (2-tailed)	.000	
1	N	186	186

Table 1 Correlation coefficient: r values

The value of $r = +.637$ which is $\neq 0$, therefore, the alternate hypothesis is accepted.

As the value of r is $+.637$, which means there is a strong positive relation between Emotional Quotient and Managerial Effectiveness of the managers in service sectors.

Hypothesis 2: There is a significant and positive relationship between Total Working Experience and Managerial Effectiveness of the managers in service sectors.

Correlations

		TotalExp	METotal
TotalExp	Pearson	1	.628
	Correlation		
	Sig. (2-tailed)		.000
METota	N	186	186
	Pearson	.628	1
	Correlation		
1	Sig. (2-tailed)	.000	
	N	186	186

Table 2 Correlation coefficient: r values

The value of $r = +.628$ which is $\neq 0$, therefore, the alternate hypothesis is accepted.

As the value of r is $+.628$, which means there is a strong positive relation between Total Working Experience and Managerial Effectiveness of the managers in service sectors.

V. MANAGERIAL IMPLICATIONS

The data analysis suggests that Emotional Quotient and Total tenure does have a impact on the effectiveness of a manager, therefore this is a golden opportunity for the researchers as well as practicing managers to focus more on the area of Emotional Quotient. For organizations wanting to improve their managers in all spheres, Emotional Intelligence is the construct to be focused upon.

By designing unique programs for development of Emotional Intelligence of the employees, the companies will be able to increase their effectiveness. This will also help in better planning of recruitment and selection activities as well as career succession and planning.

VI. SCOPE FOR FUTURE STUDIES

This paper paves a path for further research related to the areas of managerial effectiveness. In future researches we can identify and incorporate more variables that can be affecting the construct of effectiveness. This study focuses on middle level managers only, therefore, in future studies can be taken up covering the whole hierarchy of mangers. This study focuses on service sector only, in future many more sectors affecting the economy at large can be included in the scope of study.

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