

## **Relationship Between Emotional Intelligence, Work Attitude & Outcomes: Examination of Indian Middle-Managerial Level Employees**

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*This study is an attempt to assess the impact of emotional intelligence on middle level managers in Indian organizations. The study examines the extent to which middle level managers with high emotional intelligence are capable of developing positive work attitudes and outcomes. The results indicate that emotional intelligence had significant relationship with work attitudes and work outcomes which also impacted work family conflict, job involvement and job performance in the Indian context. However, career commitment, organisational commitment and job satisfaction was found to have no impact of high/low emotional intelligence possessed by employees in Indian cultural context.*

### **INTRODUCTION**

Middle level managers play a key role in tasks like resource allocation and supervision of deadlines and fostering innovative and creative environments. Middle-management functions generally revolve around enabling teams of workers to perform effectively and efficiently and reporting these performance indicators to upper management. Being at the centre of any hierarchical structure they are connecting forces between lower and upper management. Thus their role requires individuals who are capable to control their own emotions while understanding others and influencing them. It is believed that people with high emotional intelligence competencies are more likely than less emotionally intelligent people to gain success in the workplace.

In the current dynamic environment, an individual can face failure due to the lack of Emotional intelligence which refers to the ability manage emotions intelligently.

This study replicates that study titled “*The Relationship between emotional intelligence and work attitudes, behavior and outcomes :An examination among senior managers in Israel*” by Carmeli (2003) published in journal of managerial psychology in Indian cultural context.

This study attempts to test the degree to which emotionally intelligent middle level managers develop high job satisfaction, career commitment, job involvement and effective commitment, and diminish continuance commitment and work-family conflict, display better job performance. This research focuses on the employees at middle managerial level working in public as well private companies in New Delhi/NCR region.

## LITERATURE REVIEW

### Emotional Intelligence

Emotional Intelligence has been explained as an array of non-cognitive abilities and skills that impacts an individual's ability to excel in managing the environmental demand and complexities. Emotional Intelligence signifies the ability, skill, capacity to identify, assess, manage, regulate and recognize one's own as well as others emotions. It helps in assessing employee behaviour, management styles, attitudes, interpersonal skills and potentials; It assists in analysing one's own behaviour as well in maintaining good relationship with others. (Elias & George) Self-awareness, self-regulation, motivation, empathy and social skills are the basic building blocks of emotional intelligence.

### Role of EI at the Workplace

EI is becoming crucial today in global organisations regarding role of an individual in the organisation. Nowadays organisations are turning flatter and flexibility is what the organisations are aiming at. The span of control is becoming larger and it turning out to be a challenge to manage relationship between a leader and the followers.

The task structure and incentive mechanisms are now more team focussed which necessitate more accommodating and emotionally intelligent behaviour to be accepted to attain both individual and organisational goals. Emotionally intelligent individuals do not face difficulties when encountering job stress and changes in their job and career; rather, they have more and better coping capabilities than emotionally low individuals and are thus likely to develop lower withdrawal intentions." (Akintayo D. , 2010)

### EI and Role of Managers

Organisations in the existing millennium are seeking out for global customers and facing worldwide competition and therefore companies nowadays need managers having a 'global' mind set. Organisations require managers who can operate in a multicultural and dynamic environment and are aware of the global issues and identify the necessity for a diverse workforce to attain a competitive lead in their global operations. In order to outperform and become successful in a globalised setting, organisations require emotionally equipped managers who do not panic during tough times and instead change themselves with the 'changes' at the workplace. Hence the need of the hour is to develop a class of managers who are emotionally competent and are controllers of their own emotions and are able to associate them with others by considering the emotional components of decision making and retaining productive relationships at their workplaces

Managers with high EI are able to construct and retain a competitive advantage by superior performance, improved innovation effective usage of time and resources, restored trust, teamwork and motivation By exploiting emotionality and cordiality, leaders and managers may find that they can quicken the process of attaining company goals and thus improve their own career advancement at the same time. (webb, 2014).

### *Job Satisfaction*

Job satisfaction refers to the extent to which an employee has a positive sentimental attitude for working in the organisation. It relates to the level of individual positive attitude towards the work. It signifies the degree to which an individual likes/dislikes his/her job or to what extent he/she is psychologically attached to the job.

### *Organisational Commitment*

Organisational commitment denotes an individual's power in recognizing his/her participation in the respective organisation and measures the extent of loyalty that an employee holds for his/her organisation. (nikkhaslat, asgharian, saleki, & hojabri, 2012) Organizational commitment relates to the extent to which an employee of an organization see himself/herself attached to the organisation.

### *Job Involvement*

Job involvement relates to the extent to which an individual identifies himself/herself psychologically with his/her work and how important the work is to his/her self-image. An employee might be stimulated by his/her work committed to it or may not be. Employees may be stimulated by and drawn deeply into their work or they may not be involved in it mentally as well as psychologically on. (madani, partovi, moharrer , & ghorbani, august 2014)

### *Work -Family Conflict*

Work –family conflict relates to the inter role conflict that arises due to the conflicting demands of family and work roles. This implies that it becomes difficult for an individual to perform one role due to the demands of the second role. (Carmeli, 2003) Numerous researches have proved that when an individual faces low work-family conflict, greater organizational commitment and increased job satisfaction is being achieved. (bighami, abdi, & aliakbar, 2013). Employees who are low on emotional intelligence are prone to develop a negative relationship between work-family conflict and job satisfaction as compared to employees possessing higher emotional intelligence. Employees experiencing high family role conflict are bound to experience less affective commitment to the organisation.

### **Emotional Intelligence and Work Outcomes**

Job performance of employees is crucial issue for any organization and indicates whether employee is performing his job well or not at the workplace. Job performance comprises of behaviours that employees depict at the workplace that are significant to the aims of the organization. Emotional intelligence develops innovation and inventiveness in employees which in turn helps in the enhancement of employee's job performance. Emotional intelligence stimulates effectiveness at all levels at the workplace and contributes to job performance by aiding people to control their emotions, perform well under stress and adjust to organizational change. (Abdullah, Eranza, & Bagul)

## **RESEARCH METHODOLOGY**

This study has used a descriptive survey design to collect detailed and factual information that describes an existing phenomenon. For the purpose of the current study the sample consisted of middle lever managers working in different business organizations in New Delhi/NCR region. A total of 92 self-administered questionnaires were distributed randomly to middle managerial level employees in different business organizations.

The distribution of the questionnaire was done on the basis of suitability mostly by personal contact and e-mail. The respondents were assured of their confidentiality and were asked to respond as per the instructions given in the questionnaire. Data is being collected in the form of 5 point Likert scale questionnaire (1- Strongly Disagree, 2 – Disagree, 3 – Undecided, 4– Agree, 5 - Strongly Agree). Dependent variables has been taken as work attitudes (career commitment, Job Involvement, Affective and continuance commitment, job satisfaction and work family conflict), Work outcomes (Job performance) and Emotional Intelligence has been treated as independent variable.

The Cronbach's alpha for the 55 items is .920, suggesting that the items have relatively high internal consistency.

## **RESULTS AND FINDINGS**

The questionnaire results of the objective questions were entered in SPSS software to analyse the data collected. The following analysis has been done on the basis of results obtained from the following scores:

1. Mean-Standard Deviation Scores
2. Intra and Inter item correlation
3. Linear Regression analysis
4. Exploratory factor Analysis

Mean Scores explained that majority of the respondents agree that their company recognize and acknowledge their work and has good career prospects for its employees, their work responsibilities are reasonable, organization is supportive and their work gives them feeling of accomplishment and pride, they are loyal to their organization as they have invested a lot in it emotionally, socially and economically, they will recommend their profession as a career, they get the most satisfaction in life from their job, handle criticism well, complete tasks on time, acknowledge and reward people's strengths, accomplishments and development and promote a friendly and cooperative climate. (Mean=2). They disagree that they do not feel a strong sense of belonging to their organization, they are often preoccupied with family matters at work due to stress at home (Mean=3.53) Majority of respondents neither agree nor disagree that they would wish to work outside their profession, they have to miss family activities due to the amount of time they spend on work responsibilities, they spot potential conflict, bring disagreements into the open, and help deescalate the conflict (Mean =3).

Through correlation analysis, Career commitment was found to be statistically related to Job involvement and Job performance. Emotional Intelligence and Work-family conflict were positively correlated instead of negatively correlated. Job Involvement was found to be positively correlated with career commitment, work-family conflict and job performance of an individual. Job satisfaction, Organisational commitment and career commitment were found to be statistically unrelated to Emotional intelligence.

Through linear regression analysis A moderate positive correlation was found between emotional intelligence and job performance ( $r = .306$ ). Though, only 11.9% of the variance in job performance was accounted by Emotional Intelligence.

Before the explanatory factor analysis, the Kaiser-Meyer-Olkin approach was used to determine the sufficiency of the sample size for the component, while Bartlett test of sphericity was used to establish whether the correlation matrix has meaningful difference with zero or not. The sufficiency of sampling and meaningfulness of the correlation matrix was checked for the ( $p < 0.001$ ), respectively. It showed that the exploratory factor analysis was permissible. Then, the explanatory factor analysis was performed with maximum probability approach and the variables were interpreted with Varimax rotation approach. The results showed that three factors came out from "Job satisfaction" component

The initial Eigen values showed that first and second factors explained 48% and 15% of the total variances of variables respectively. Therefore, these three factors explained 63% of the total variances of variables for the component "Job Satisfaction".

As regards this component, the following variables formed the following two factors:

**Factor 1: "Participative Management"**

- My company recognize and acknowledge my work"
- "My work responsibilities are reasonable"
- "My organization is supportive"
- "My views and participation are valued"

**Factor 2: "Sense of achievement"**

- My work gives me feelings of accomplishment and pride"
- "I enjoy the work that I do."

## DISCUSSION

The objective of this study was to examine the relationship between emotional intelligence and work attitudes and work outcomes of middle managerial level employees.

Through correlation analysis, Career commitment was found to be statistically related to Job involvement and Job performance. Hence an individual highly involved in job while performing job effectively, he/she was also found to be committed to his/her career. Demographic characteristics, Job satisfaction, job characteristics, professional behaviour and organisational climate are five factors impacting career commitment of an individual (Welsch & LaVan, 1981).

As opposed to the research by Abraham Carmeli (2003) this study found that Emotional Intelligence and Work-family conflict were positively correlated instead of negatively correlated. Other factors like organisational commitment, job involvement and job performance were positively correlated with work family conflict. It was analysed that respondents even though were high on emotional intelligence, still they faced role conflicts relating to work and family.

Regression analysis explained that Emotional Intelligence has a low prediction on the employee's job involvement. Job Involvement was found to be positively correlated with career commitment, work-family conflict and job performance of an individual. Other factors impacting job involvement could be job characteristics like Skill Variety, task Significance, and task Identity, Autonomy, feedback, motivation and training. Again these findings are in contrast to the research by Abraham Carmeli (2003) who stated that Emotional intelligence was statistically unrelated to job involvement.

However, Job satisfaction, Organisational commitment and career commitment were found to be statistically unrelated to Emotional intelligence. It is assumed that managers' commitment towards the organisation were influenced by factors other than emotional intelligence like career opportunities, job characteristics, rewards and recognitions, employee health, turnover intentions and wellbeing as explained by three component model of organisation commitment (P.Meyer & Allen, 1991) Focussing on Affective commitment, managers didn't feel a strong sense of belonging to the organisation and at the same time they enjoyed discussing about the organisation outside it. On the other hand, majority of respondents depicted neutral results for continuance commitment.

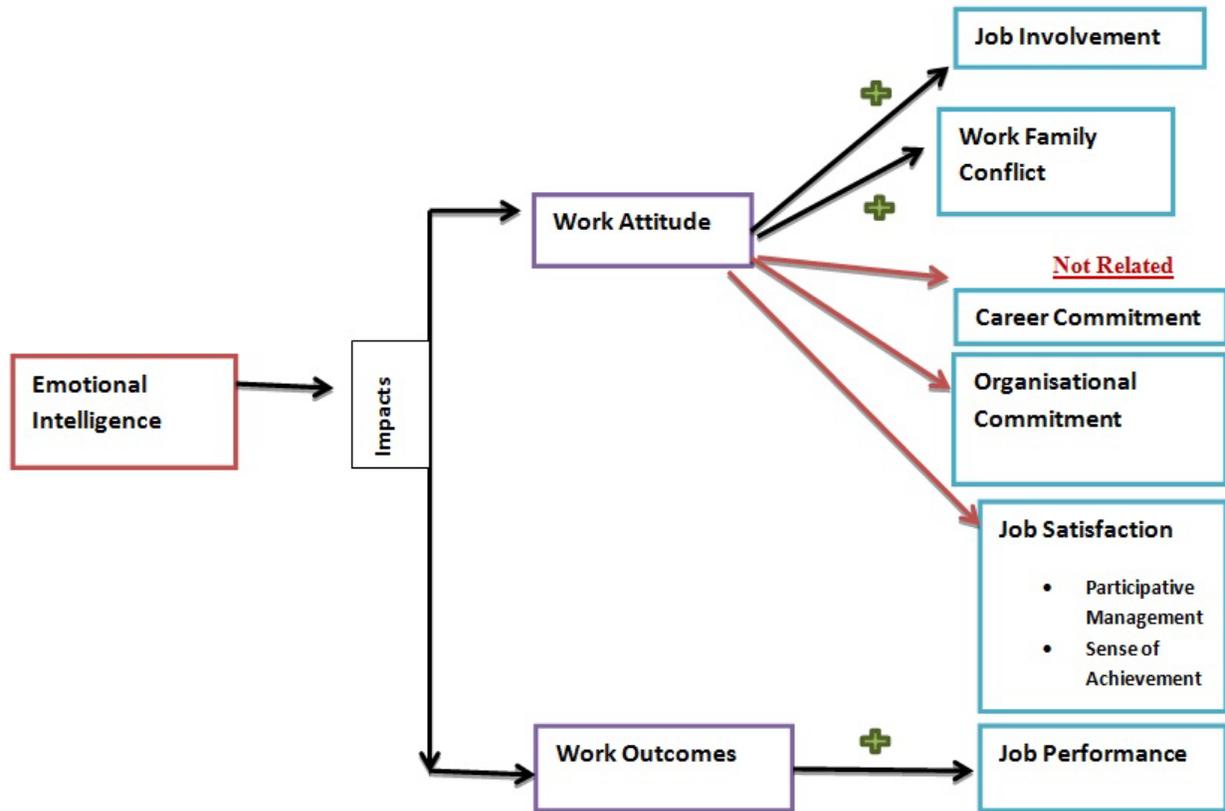
In this study, through Regression analysis, a moderate positive correlation was found between emotional intelligence and job performance. It was interpreted that managers who were emotionally intelligent and were thus emotionally aware of their strengths and weaknesses, self-controlled, trustworthy, adaptable, committed, optimistic, empathetic and cooperative were able to complete task on time, handle criticism well and easily able to get along with others and hence were able to perform job well.

Findings of Factor analysis of job satisfaction revealed that two factors had significant impact on job satisfaction of respondents which were named as "participative management" and "sense of achievement".

The variation in results between this present research and the research done by Abraham Carmeli (2003) might be due to the difference in culture of two countries: India and Israel and time gap of more than a decade between the two studies. Also, the respondents of the study done by Abraham Carmeli were of senior managerial level whereas in this present study middle managerial level employees are being focussed.

On the basis of the results achieved from this present study, it is being concluded that Emotional intelligence has significant relationship with work attitudes and work outcomes by impacting work family conflict, job involvement and job performance. However, Career commitment, Organisational commitment and job satisfaction had no impact of high/low Emotional Intelligence possessed by an individual (See Model 1 Below).

**MODEL 1**  
**RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE, WORK ATTITUDE AND**  
**OUTCOMES: AN EXAMINATION AMONG INDIAN MIDDLE**  
**MANAGERIAL LEVEL EMPLOYEES**



**Independent Variable**

**Dependent Variable**

*(Adapted from Carmeli's (2003) paper published in Journal of Managerial Psychology)*

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