

Impact of Emotional Intelligence on Managers

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Abstract

A leader or manager's singular job is to get result. In spite of best efforts effective leadership still elides many organizations. It is well said that in positions of leadership EQ is absolutely crucial. If a manager has emotional skill the most likely chances are that he will get promotion, because IQ can get one the job but it is the EQ that gets one the promotions. The dimensions credibility is a pre-requisite of EQ at work. It has been observed that for effective management an organization has to develop a culture of not just commitment but of trust as well. It will be noteworthy to state that our ancient scared teachings are capable of helping a modern-day-managers to identify, interpret and use emotions in their personal and professional life. The purpose that individual vary in their ability to process information of emotional nature and in their ability to relate emotional processing to a wider cognition. The study examines the relationship between the Male & Female Managers with respect to Emotional Intelligence.

Key-words: Manager, Emotions, Emotional Intelligence, HR Relationship

I. Introduction

The emotions which directly affect our day to day life are happiness, fear, anger, affection, shame, disgust, surprise, sadness and love. Therefore before defining “Emotional Intelligence” it would be appropriate to define emotion which is key ingredient here.

Emotions originate from exposure to specific situations.

Emotions are complex state of mind involving bodily changes of widespread character such as breathing, pounding heart, flushed face etc and on the mental side a rate of excitement or perturbation marked by strong feelings. It is important to note that we create our own emotions because our responses are governed by our thoughts. Emotional Intelligence is right mixture of “The Head and the Heart”.

The three dimensions of Emotional Intelligence are as follows:-

- **Emotional Competency**- Constitutes the capacity to tactfully respond to emotional stimuli
- **Emotional Maturity**-Constitutes evaluating emotions of one self and others, identifying and expressing feelings, balancing of heart and mind etc

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- **Emotional Sensitivity** -Constitutes understanding threshold of emotional arousal, managing the immediate environment, maintaining rapport etc.

Defining Emotional Intelligence

Emotional intelligence is the ability of an individual to appropriately and successfully respond to a vast variety of Emotional stimuli being elicited from the inner self.

How to be Emotionally Intelligent

Bhagawad Gita- Arjun to Krishna- “Mind is very restless, forceful and strong, O Krishna it is more difficult to control the mind that to control the wind”. It is interesting to see that teachings of Gita are directly relevant to today’s corporate world. These will have a positive relevance to our managers ability in followings areas:

- a) How to succeed
- b) How to resolve conflicts
- c) Jealousy- its origin and fallout
- d) Stand for Dharma
- e) Believe in karma- the path of action
- f) Tackling emotional upset effectively – The Bhagawad Gitas way

The managers can build them up emotionally, not only forgetting promotions, but also for busting stress, solving problems, taking a mature outlook at a conflict or a power game which requires real intelligent handling both from Head to Heart

2. Review of Previous Studies

In India, the professional approach can be defined as a non-emotional approach which implies hard-core professionalism or a tender approach implying following of Human Relations Approach. It was earlier considered that the Manager who had a high concern for productivity and equally high concern for people was rare. But present day manager is expected to be a successful combination of the two and is expected also to be high both in terms of emotional intelligence.

Sternberg (1985) studied emotional intelligence with respect to three aspects- Analytical, Creative and Practical. *Schwarz (1988)* carried out the study and differentiated emotion from mood based on structural differences such as target, belief, states, emotion. *Thorndike (1913)* studies the concept of social intelligence and group. *Salovey and Christopher and Mayer (1993)* presented a frame work for emotional intelligence. *Gardner (1993)* researched on Emotional Intelligence and established there are a Multiple Intelligence. *Goleman (1995)* studied emotional intelligence and conclude that the skills that help people harmonize should become increasingly valued as a work place asset in the years to come. Singh (1980) carried out his study on Transactional Analysis and Indian Manager studying intelligence, creativity, leadership, personality and mental health. *Sharma (1985)* carried out research on Enhancing Academic Achievement.

3. Methodology

3.1. Statement of the problem

The present study has been proposed to offer an understanding of Emotional Intelligence. A collective study of managers is taken into consideration w.r.t. Emotional Intelligence.

3.2. Rationale of the Problem

The aim of the study is to establish relationship among the managers and its related dimensions- Emotional Intelligence. The area of studies includes Comparing the Emotional Intelligence between male and Female Managers

3.3. Objectives of the Study

The objectives of the study are:

- to find gender difference, if any, with regard to Emotional Intelligence
- to assess the relationship of Emotional Intelligence

3.4. Hypothesis

Male manager do not differ from female managers with regard to emotional intelligence

3.5. Organizations Studied

To accomplish the purpose of the study the data has been collected from a small range of sources due to limitation of time. A total of 65 questionnaires were distributed in the following organizations:

- (i) The Telegraph
- (ii) Bhavans Publications (Kolkata)
- (iii)Acqua Java
- (iv)Wipro
- (v) Ganesh Enterprise

3.6. Tools Used

Emotional Intelligence Measures

To study EQ level in managers a questionnaire developed by Prof N.K Chandha has used, which has been taken from the book “Emotional Intelligence at Work” by Singh (2001)

The questionnaires ha a set of 15 situations each of which has options out of which the respondent was asked to tick the chosen one. The interpretations of the scores could result in the following categories.

- (a) Extremely High EQ
- (b) High EQ
- (c) Average EQ
- (d) Below average EQ
- (e) Try some other day category

3.7. Sample

The sample consists of managers at both levels. It was a non-probability incidental sample. A total of 65 questionnaires were distributed in about 5 Organization

Questionnaire returned- 58

Female Managers-30

Male Managers-28

4. Result & Interpretation

A comparison was drawn between Male Managers & Female Managers with respect to Emotional Intelligence.

Comparison between Male and Female Managerial Staff with respect to Emotional Intelligence

	Male Managers		Female Managers		t-Value
	Mean	SD	Mean	SD	
Emotional Intelligence	173.15	57.14	156.43	66.53	1.655

A very important variable namely Emotional Intelligence showed a mean score of 173.15 for male managers as compared to core of 156.43 for Female Managers. The male Managers displayed a higher EQ level as compared to Female Managers in terms of t-value. Although no significance difference has been observed between Male and Female managers.

5. Discussions

Male and Female managers were compared with respect to Emotional Intelligence. The Male Managers were found to be more emotionally strong as compared to female Managers. Thus on being compared, the male managers did not differ significantly on this dimension in comparison to female managers. Although t-value 1.655 and higher mean value in case of male managers suggests that they had slightly higher emotional intelligence as compared to female managers.

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