

**EMOTIONAL INTELLIGENCE: A STUDY AMONG EXECUTIVES  
OF AN INDIAN DIVERSIFIED INDUSTRIAL CLUSTER  
AUTOMOBILE COMPANY, MADURAI**



**ABSTRACT**

*The ability to understand and manage one's own emotions and those of the people around is the much needed competency of employees in organisations and this competency will enhance personal, team and organisation effectiveness. Organizations need to ensure that their executives are balanced in their emotions so that they improve on satisfaction and productivity of employees by creating an amicable work atmosphere. For this purpose, the competency of Emotional intelligence was examined among executives of a manufacturing company. Emotional Intelligence (EI) refers to the ability to perceive, control, and evaluate emotions. The study understood the level of Empathy ability to manage the emotional and social skills of the executives. Analysis of the collected data was done to identify the relationship between socio demographic variables and emotional intelligence and the different dimensions of Emotional intelligence. The results suggest that emotional intelligence is markedly higher in the female gender and differences are seen with respect to the demographic profiling of the respondents. Suggestions are given to the management to use this data very purposefully and professionally.*

**Keywords:** Emotional Intelligence, Executives, Managing Emotions, Empathy and Social Skills

**INTRODUCTION**

Emotional Intelligence (EI) indicates the skill to perceive, control and evaluate emotions. It is a debate that Emotional Intelligence can be learned and strengthened, while some others put forth the argument that Emotional Intelligence is an inherent characteristic. Emotional Intelligence is the essence and strength of any relationships, be it formal or informal.

As an executive, Emotional Intelligence is applied to achieve self-awareness, objectivity and equality, all in the name of improving results, workplace culture and employee fulfilment.

**Daniel Goleman breaks down Emotional intelligence (EI) into five components:**

**Self-awareness** - Emotions affect the team. An executive in a bad mood with no self-awareness, increases negativity and pushes the focus away from the task.

**Self-regulation** – able to manage oneself in a difficult situation, is the strength of leadership. Self-regulation is a skill to practice which has great rewards.

**Motivation**- It is the reason for the passion and to keep the energy up to fulfil personal and professional goals. A good level of motivation not only improves productivity but keeps people around satisfied.

**Empathy**- Understanding the emotions of others and relating to them, can help in seeing different perspectives to the same problem and make objective decisions. An empathic executive in the organisation is considerate, stable and reasonable.

**Social skills** - A strong rapport within the team is a part of good leadership and also aids in improving productivity and loyalty.

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When these are not present in the needed levels, the work culture is poor, thus the efficiency of employees runs low.

**Review of Literature**

**Sánchez-Ruiz, Jose, Carlos, Prez-Gonzlez and Petride (2010)** “Trait Emotional Intelligence profiles of students from different university faculties’ analysed the profile of the students. It was seen that students of social sciences and female students have scored higher than students of technical studies and male students.

**Nelis, Quoidbach, Mikolajczak and Hansenne (2009)** “Emotional Intelligence Interventions to increase Student success” focused on individual differences in the perception and process of emotional information. This study with its experimental design showed that training helped people to better their emotional management.

**Hopkins & Bilimoria (2008)** in the study “Social and Emotional Competencies Predicting Success for Male and Female Executives” studied the association between emotional and social intelligence competencies and organizational accomplishment. The study did not show any differences based on gender.

**Koman, E. S., & Wolff, S. B. (2008)** “Emotional intelligence competencies in the team and team leader:” This study showed that an emotionally intelligent team leader leads to more competent and performing groups.

**Carmeli and Josman (2006)** “The relationship among Emotional Intelligence, task performance, and organizational citizenship behaviors” the study shows relationship between Emotional Intelligence and improved performance in the organisation.

Thus, a study was conducted on Emotional Intelligence among Executives of an Indian diversified Industrial Cluster Automobile Company, Madurai

**Objectives of the Study**

1. To measure the level of Emotional Intelligence (Managing Emotions, Empathy and Social Skills)
2. To study the relationship between Emotional Intelligence and Socio Demographic Profile (Gender,

Age, Income Levels, Years of Experience, Marital Status, Type of Family, Education Qualification, Siblings, Generation and Designation)

3. To study the relationship between the dimensions of Emotional Intelligence namely Managing Emotions, Empathy and Social Skills

**Methodology**

This study uses quantitative analysis and follows Descriptive research design without controlling the variables. A total of 100 executives were identified based on proportionate sampling technique from an Indian diversified Industrial Cluster Automobile Company, Madurai.

**Table 1  
Strata Table**

Strata Name	Strata Size	Proportionate Size	Sample Size
Leaders	10	4.14	4
Managers	45	18.67	19
Officers	186	77.17	77

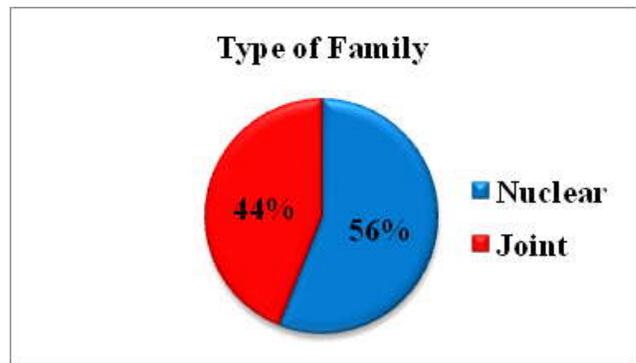
Simple Random technique was used to identify and select the sample from each stratum. Data was collected using a Questionnaire. Questionnaire consist of Socio Demographic Profile and Emotional Intelligence Inventory. Standardised scale was used for Emotional Intelligence, developed by Daniel Goleman (1995), this scale measures five dimensions with 50 items namely Self Awareness, Managing Emotions, Motivating oneself Empathy and Social Skills but this study is conducted with three dimensions of Emotional Intelligence namely Managing Emotions, Empathy and Social Skills. Interview schedule was used to collect data. Descriptive Analysis namely Percentage method, Correlation, T test, One way ANOVA are performed using SPSS. Pie Diagram is used to present the data.

## Hypotheses

SL. No.	HYPOTHESIS	TESTING TOOLS
Ho1	There is no significant difference between Emotional Intelligence and Demographic profile (Gender, Marital Status, Type of Family, Education Qualification, Siblings, Generation and Designation).	t-Test and ANOVA
Ho2	There is no significant relationship between Emotional Intelligence and Demographic profile (Age, Income and Years of Experience).	Correlation
Ho3	There is no significant relationship between Managing Emotions, Empathy and Social Skills of Emotional Intelligence.	Correlation

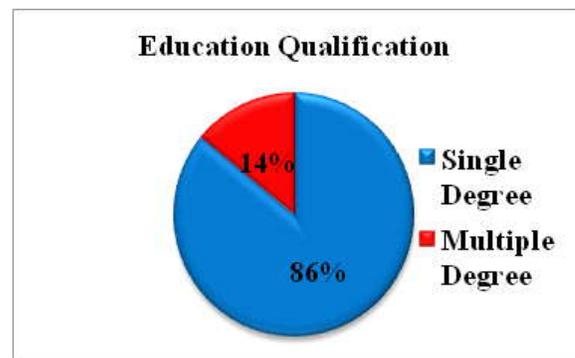
Diagram No:3 : Type of Family

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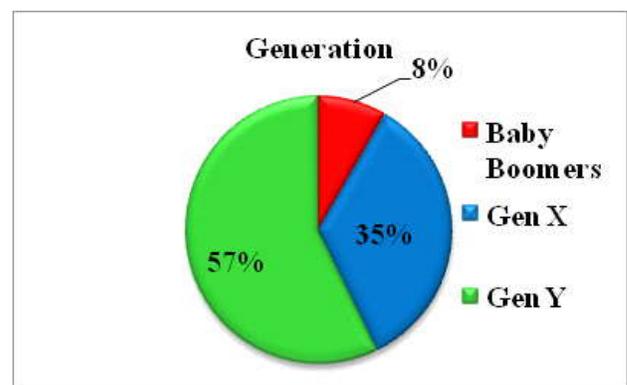
The diagram shows that out of 100 Executives 56% belong to Nuclear Family and 44% belong to Joint Family.

Diagram No: 4 : Education Qualification



The diagram shows that out of 100 Executives 14% are qualified with Single Degree and 86% are qualified with Multiple Degrees.

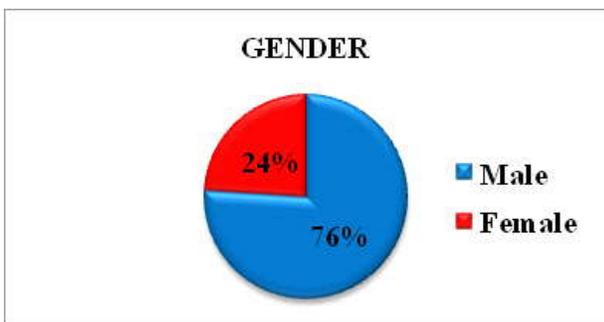
Diagram No: 5 : Generation



The diagram shows that the Executives are categorised based on their generation as Baby Boomers (8%), Gen X (35%) and Gen Y (57%).

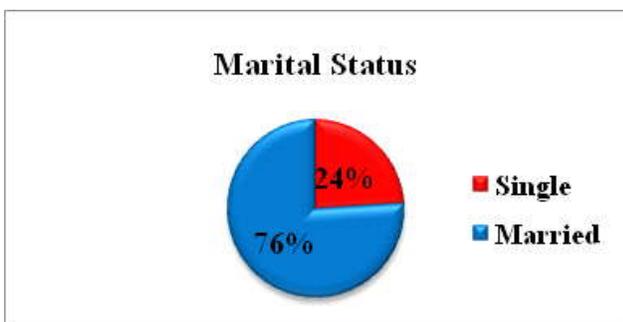
## Results and Discussion

Diagram No. 1 : Gender



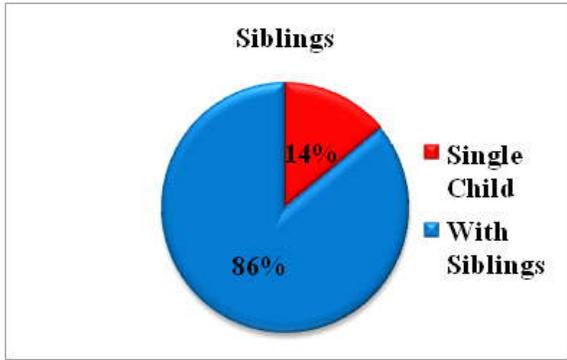
The diagram shows that out of 100 Executives, 76% are Male and 24% are Female

Diagram No. 2 : Marital Status



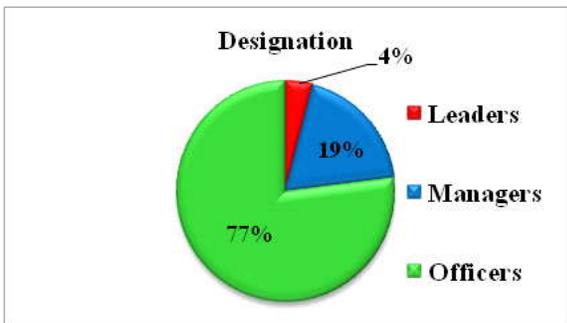
The diagram shows 24% of the Executives are Single and 76% of Executives are Married.

**Diagram No: 6 : Siblings**



The diagram shows that out of 100 respondents 14% are born and brought up without Sibling (Single Child) and 86% are brought up with Siblings.

**Diagram No: 6 : Designation**



The diagram shows that out of 100 Executives 56% belong to Nuclear Family and 44% belong to Joint Family.

**Levels of Frequency**

**Table 2  
Levels of Emotional Intelligence**

	HIGH		MODERATE		LOW	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
<b>Managing Emotions</b>	15	15%	69	69%	16	16%
<b>Empathy</b>	16	16%	67	67%	17	17%
<b>Social Skills</b>	15	15%	68	68%	17	17%

From the above table, it is observed that 15% of Executives are capable of Managing Emotions with respect to Emotional Intelligence by reframing the conflict situations; as they are better in managing their temper and are good at seeing situations from others viewpoint. 16% of Executives are average in Managing

their Emotions with respect to Emotional Intelligence as they are short tempered and are unable to manage their emotions to balance their work and life. 16% of Executives are having high level of Empathy with respect to Emotional Intelligence as they are able to listen to others perspective and 17% of the Executives are having low level of Empathy since they are unable to understand the perspectives of the team members. 15% of the Executives are having high level of Social skills with respect to Emotional Intelligence since they are good at building interpersonal skills and socialising with others. 17% of the Executives are having low level of Social Skills with respect to Emotional Intelligence as they do not prefer variety of work colleagues.

**Hypothesis Testing**

H01: There is no significant difference between Emotional Intelligence and Socio Demographic profile (Gender, Marital Status, Type of Family, Education Qualification, Siblings, Generation and Designation).

**Table 3  
t-Test for Emotional Intelligence and Socio Demographic Profiles (Gender, Marital Status, Type of Family, Siblings and Education Qualification)**

SOCIO DEMOGRAPHIC PROFILE		N	MEAN	S.D	t-value	p-value
Gender	Male	76	113.95	10.139	2.09	0.039
	Female	24	109.21	8.016		
Marital Status	Single	24	111.75	10.309	-0.603	0.548
	Married	76	113.14	9.742		
Type Of Family	Nuclear	56	113.71	9.715	1.037	0.303
	Joint	44	111.66	10.002		
Siblings	Single	14	111.71	12.706	-0.447	0.656
	With Sibling	86	112.99	9.38		
Educa tional Quali fication	Single Degree	86	112.76	9.673	-0.136	0.892
	Multiple Degrees	14	113.14	11.238		

An independent- sample t-test was conducted to compare Emotional Intelligence with Socio demographic profile (Gender, Marital Status, Type of Family, Type

of Children and Education Qualification, Generation and Designation). As there is significance difference in the scores for the Male Executives (M=113.95, SD=10.139) and for the Female Executives (M=109.21, SD=8.016), with  $t=2.090$ ,  $p=0.039$ . Hence, it can be concluded that there is a significant difference in Emotional Intelligence between Male and Female Executives. However it is also observed that with respect to Marital Status, Married Executives have better Emotional Intelligence compared to the Executives who are Single; with respect to Type of Family, Executives from Nuclear Family have better Emotional Intelligence compared to the Executives from Joint Family; with respect to Executives born with or without siblings it is observed that Executives brought up with Siblings have better Emotional Intelligence compared to the Executives born as a Single Child; with respect to Education Qualification, Executives with Multiple Degrees have better Emotional Intelligence compared with the Executives having Single Degree.

**Table 4**  
**One-Way ANOVA test for Emotional Intelligence and Socio Demographic Profiles (Generation and Designation)**

SOCIO DEMOGRAPHIC PROFILE		N	MEAN	S.D	f- value	p- value
Generation	Baby Boomers	8	119.25	7.96	3.017	0.054
	Gen X	37	114.05	9.51		
	Gen Y	55	111.04	9.94		
Designation	Leaders	4	74.5	7.326	1.18	0.312
	Managers	19	76.32	7.528		
	Officers	77	71.86	10.312		

The above table shows the Mean, Standard Deviation, f-value and p-value for Emotional Intelligence with Executives' Generation and their Designation. One way ANOVA was conducted to compare Emotional Intelligence and Generation and Designation. It is concluded there is no significant difference between Emotional Intelligence with Executives' Designation and Generation. However, it is observed that Executives from Baby Boomers generation have better Emotional

Intelligence compared to other Generation Executives; with respect to Designation, it is observed that Executives with Manager Designation have better Emotional Intelligence compared to Leaders and Officers.

Ho2: There is no significant relationship between Emotional Intelligence and Demographic profile (Age, Income and Years of Experience)

**Table 5**  
**Correlation between Emotional Intelligence and Socio Demographic Profile (Age, Income and Years of Experience)**

	Age	Income	Years of Experience
Emotional Intelligence	.244*	.235*	.261**

\*. Correlation is significant at the 0.05 level (2-tailed).  
\*\*. Correlation is significant at the 0.01 level (2-tailed).

The above table shows that a positive correlation exists between Age, Income and Emotional Intelligence of the Executives at the 0.05 level. Age ( $r = .244$ ) and Income ( $r = .235$ ) is less correlated with Emotional Intelligence whereas there is a positive correlation between Years of Experience ( $r = .261$ ) and Emotional Intelligence of the Executives at the 0.01 level which is also less correlated.

Ho3: There is no significant relationship between Managing Emotions, Empathy and Social Skills of Emotional Intelligence.

**Table 6**  
**Correlation between the variables of Emotional Intelligence**

Dimensions of Emotional Intelligence	Managing Emotions	Empathy	Social Skills
Managing Emotions	1		
Empathy	.549**	1	
Social Skills	.465**	.529**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the above table, it can be seen that a positive correlation exists between the three variables of Emotional Intelligence of the Executives at the 0.01 level. And it is observed that Managing Emotions and Empathy ( $r=.549$ ), Empathy and Social Skills ( $r=.529$ ) and Managing Emotions and Social Skills ( $r=.465$ ) are moderately correlated.

### Suggestion and Conclusion

#### Counselling

- ❖ Findings reveal that 16% of Executives have moderately low level of Emotional management so these executives can take up Counselling sessions with professional counsellors to cope up with their temper and to increase their tolerance level.

#### Training

- ❖ Workshops can be conducted on Self-Assessment of Emotional Intelligence in order to manage emotions to enhance their Level of Emotional Intelligence.
- ❖ The leaders can be given Inspirational Leadership Training, Leadership Development Training through which they can create and nurture resonant relationships with others through mindfulness, hope, and compassion among their sub-ordinates.

This company has a Training academy located in Chennai who prepares the training schedule for the entire financial year before it starts. These suggested Training sessions or Workshops can be included in their schedule and should be made mandatory so that the Executives will find time to attend such workshops or training in their busy schedule.

Thus, emotional intelligence has grown in recent years with a goal to improve health and well-being. Emotional Intelligence is essential for better empathy and interpersonal communication which in turn enhances team work in an organisation.

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