

Impact of Emotional Intelligence on Interpersonal Skills of Employees

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ABSTRACT

Humans constantly strive for happiness, success and recognition and to this end they have constantly innovated different paradigms of thinking for human progress and its causes. Emotions are deep rooted primal behavioural programming that has helped man survive through many millenniums ever since his existence. Employees have very high levels of emotional intelligence but moderate levels of interpersonal skills. The research was able to establish a close relationship between emotional intelligence and interpersonal skills. Only some demographic variables like age, designation or experience influence the few variables of emotional intelligence or few components of interpersonal skills of Employees. The component wise study was useful in establishing relationships. Being a pioneering work, the study has resulted in conclusions that could be useful for further research as well as for establishing scales for decision makers. This was made possible only because of the research design. The methodology followed although not different from standard practice has resulted in a useful research work. The inference that can be drawn is very simple. Emotional Intelligence and Interpersonal Skills of managers of medium & large scale industrial units are positively related. There is a strong relationship between emotional intelligence and interpersonal skills. Emotional intelligence and all its factors are differential predictors for Interpersonal Skills and its components. Studies have shown that higher the Interpersonal Skills, higher the productivity of Employees. This research has helped arrive at conclusive results very useful to researchers, industrialists, corporate bodies or students in the areas of emotional intelligence and interpersonal skills. The author found that interpersonal skill and team working skills were more essential than information technology skills. If emotional intelligence is a predictor of interpersonal skills, then improving emotional intelligence could enhance interpersonal skills, which in turn can enhance productivity.

KEYWORDS: EMOTIONAL INTELLIGENCE, INTERPERSONAL SKILLS

INTRODUCTION

Humans constantly strive for happiness, success and recognition and to this end they have constantly innovated different paradigms of thinking for human progress and its causes. Emotions are deep rooted primal behavioural programming that has helped man survive through many millenniums ever since his existence. Emotional Intelligence is a form of social intelligence that involves the ability to monitor one's own and other's feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions".

NEED FOR THE STUDY

- Man is not devoid of pressures. It is believed that if the level of Emotional Intelligence in a person can be gauged, that will be the first step to help him develop his Emotional Intelligence.
- Emotional Intelligence can be inculcated in humans employing certain programs. Such programs will help them identify their ‘natural strengths and limiting patterns’ of behavior to increase their effectiveness at work.
- They will also expand their emotional comfort zone, to provide them with more choice in how they manage themselves and others especially when under pressure.

IMPORTANCE OF INTERPERSONAL SKILLS IN WORKPLACE

- The workplace has evolved significantly in last few decades.
- Today's jobs mostly concentrated in the service sectors require more education and non-cognitive skills than the manufacturing jobs of the yesteryears.
- Technology has played a large role in creating these tectonic shifts, and with increasing usage of technologies, especially in manufacturing sector and use of robotics and artificial intelligence to replace routine repetitive jobs, we are likely to see further skewing of the work place

STATEMENT OF THE PROBLEM & RESEARCH QUESTION

- Very few or almost no writers have related Interpersonal Skills as a single factor responsible for the Emotional Intelligence of a person. Ruth Kathleen came as near as stating, “Emotional intelligence involves our ability to sense and develop interpersonal and ‘Intrapersonal Skills’”.
- Therefore it is clear that there is no need to overemphasize the close relationship between Interpersonal Skills and Emotional Intelligence. Yet not many have ventured to study the relationship between emotional intelligence and interpersonal skills, let alone the impact of emotional intelligence on interpersonal skills.
- In line with this, a research is framed and the Research Question is : “What is the Degree of Impact of Emotional Intelligence on Interpersonal Skills?” Also, little has been explored with regard to the impact of Emotional Intelligence on Interpersonal Skills. The present study aims to answer the research question and this specific problem.

OBJECTIVES OF THE STUDY

- To Analyse the concepts of “Emotional Intelligence” and “Interpersonal Skills”
- To Evaluate “Emotional Intelligence” of managers of select medium & large scale industrial units
- To Evaluate “Interpersonal Skills” of managers of select medium & large scale industrial units
- To Study the Impact of “Emotional Intelligence” of managers on their “Interpersonal Skills” in select medium & large scale industrial units and
- To study the influence of factors like ‘Age’, ‘Designation’ and ‘Experience’ on “Emotional Intelligence” and “Interpersonal Skills” of managers in select medium & large scale industrial units

METHODOLOGY

- The methodology adopted was simple. A thorough search was carried out to facilitate writings on Emotional Intelligence and Interpersonal Skills. Scholarly articles in journals,

Magazines, Text books, Websites and other Publications on the similar lines were resorted to for the purpose.

- Such “Secondary Data” was the basis for the “Theoretical Framework” fulfilling the objective of analyzing the concepts of Emotional Intelligence and Interpersonal Skills thoroughly.
- A careful study was then carried out by gathering information directly from a sample of 300 managers prudently chosen for the purpose. Such “Primary data” was collected, using a thoroughly tested questionnaire, from a cross section of managers and then analysed in order to arrive at appropriate conclusions.
- Suitable scales were adopted in order to measure the data. Quite a number of statistical tools were adopted to facilitate analysis of the data. Future research opportunities have also been highlighted.
- The study has resulted in conclusions that could be useful for further research as well as for establishing scales for decision makers. This was made possible only because of the Research Design. The methodology followed, although not different from the standard practice, has resulted in a useful research work.

ANALYSIS BASED ON DIFFERENT LEVELS OF EMOTIONAL INTELLIGENCE AND INTERPERSONAL SKILLS

- Of the 300 samples selected, we find that a large majority of 74.7% of the respondents falling under high levels of Emotional Intelligence, followed by 25.3% of them having moderate Emotional Intelligence, and none of them had low levels of Emotional Intelligence.
- A non-significant association was observed between Age groups and levels of Emotional Intelligence as revealed by contingency coefficient tests ($CC = .069$; $p = .694$). In other words, pattern of distribution of respondents is same in different levels of Emotional Intelligence irrespective of their Age groups.
- Of the 300 samples selected, we find that most of the respondents i.e., 41.3 % had Moderate level score in Expressed Control component of Interpersonal skills, followed by 30 % having low score of ‘Expressed Control’ and 28.7 % of them having high levels of ‘Expressed Control’.
- The analysis based on different levels of emotional intelligence and Interpersonal skills of the sample show that the sample selected had High levels of Emotional Intelligence and Moderate levels of Interpersonal Skills.
- Significant relationship could be clearly seen between many variables of Emotional Intelligence and the various components of Interpersonal Skills. Both analysis based on levels of emotional intelligence and Interpersonal Sr. Manager/Executive Manager/Engineer, skills and Hypotheses based analysis show correlates between Emotional Intelligence and Interpersonal Skills. The discussion that would ensue in the next chapter based on the analysis of results, shall bring about clarity on these correlates and many other issues.

STATISTICAL TOOLS USED

- The analysis was done quantitatively with the help of both descriptive statistics and inferential statistics.
- Inferential statistical tools like correlation analysis, regression analysis, ANOVA and Scheffe’s post hoc tests were the basis for the analysis to arrive at the main findings.

- Chi square tests and ‘t’ tests were used in testing few hypotheses. Descriptive statistical techniques like mean and standard deviation were also used during the analysis.
- Contingency coefficients facilitated measuring association among variables.

POPULATION & SAMPLING METHOD & THE SAMPLE

- There are 64 Medium and Large Scale Industrial Units located in the 8 Industrial areas and suburban / rural industrial areas of Salem District.
- These units account for about Rs. 3500 crores of investment and nearly 20,500 employees, as per the latest statistics available with the “District Industries Centre”, Salem.
- A rough estimate places the number of managers (all levels) at 3125 Managers.
- Stratified Random Sampling method was adopted. A sample of 300 managers from a cross section of managers working medium & large scale units in Salem district was chosen. Four different categories of managers were identified.
 1. Top level (GM/AGM/MD/VP/DGM/CEO)
 2. Upper middle level (Senior Managers / Executive Managers / Engineers)
 3. Middle level (Managers)
 4. Lower level managers (Deputy Managers/Assistant Managers/Senior Executives/Senior Officers/Supervis-ors).

CONCLUSION

- This research has helped arrive at conclusive results very useful to researchers, industrialists, corporate bodies or students in the areas of emotional intelligence and interpersonal skills.
- The author found that interpersonal skill and team working skills were more essential than information technology skills.
- If emotional intelligence is a predictor of interpersonal skills, then improving emotional intelligence could enhance interpersonal skills, which in turn can enhance productivity.

AREAS FOR FURTHER STUDY

- Now that it is clear that there is a close relationship between emotional intelligence and interpersonal skills, more studies could be carried out to establish closer relationships. More variables could be selected and studied to test relationships.
- The reasons for no difference in emotional intelligence of managers working in large and medium scale industrial units are not clear. One may dwell on this issue.
- Similarly the reasons for no difference in interpersonal skills of managers in large and medium scale industry also are not known. Research can be furthered in this area.
- Emotional intelligence of managers is not any different for different age groups or designations. The general assumption is otherwise. The reason for this being not so is unknown. This area can be explored.
- Interpersonal skills of managers are not influenced by their designations as well as their years of experience. One can explore and find out the reasons for this.

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