

Analysis on Emotional Intelligence Among Telecom Employees

**Dr. Vikas Sharma, Rakesh Chib*

E-mail: dr.vikas6499@gmail.com

*Assistant Professor; Department of Distance Education

University of Jammu, Jammu

ABSTRACT

The present research was carried out with the aim of assessing the Emotional Intelligence among employees of private and government telecom sector. The sample for the study comprised of 160 employed youths in telecom sector (i.e 60 from BSNL and AIRTEL) of Jammu city. The sample was selected through multi stage sampling technique where the actual sample was selected randomly. The tool used for investigation was a standardized Emotional Intelligence scale developed by Chadha and Singh (2003). Results reveal that most of the sample youth had high to moderate level of emotional intelligence. There was a significant difference in level of emotional intelligence of employees among BSNL and AIRTEL, with more AIRTEL employees having higher levels of emotional intelligence than the employees of BSNL. Components wise analysis reveals that most of the sample youth had moderate level of emotional sensitivity and moderate to high level of emotional competency.

Key Words: Youth, BSNL, AIRTEL, Emotional Intelligence, Emotional Sensitivity, Emotional Maturity, Emotional Competency and Employees

INTRODUCTION

To enhance the service quality and relationship with customers', interaction among employees and customers is very crucial. The vital role of interaction in service industry has gained a lot of attention in recent years. That is why the concept of emotional intelligence

is explored in this particular sector in order to understand different emotions and abilities individual possess and ways to handle them in order to prosper. Recent studies have emphasized on the emerging role of emotional intelligence, to study the individuals' behaviors and to explore the emotions and special effects of service providers

(Johnson and Kleiner, 2000; Cote and Miners, 2006; Mayer et al., 2008). It is also endorsed to study the impact of positive or negative emotions on consumers and how consumers' different emotions affect front-line service employees'. As telecom sector contains long service dealings that require strong emotional interactions, employees' ability to perceive and understand emotions vary widely that ultimately affects the service performance.

In recent years there has been a growing interest in the role that Emotional Intelligence plays in a person's academic, professional and personal success. It plays an important role in the attainment of personal and professional goals. The growing importance of Emotional Intelligence in professional success with emphasize on the corporate world has been reported. All professionals who eventually hope to occupy positions in authority should make a point to develop their social and emotional intelligence skills, in addition to the competencies that are expressly required by the job (Copper & Sawaf, 1997).

If the employees of an organization don't demonstrate emotional intelligence, it can serve as an extensive overhead for the person and the organization. Low morale, quarrelsome attitude and anxiety all these factors ultimately impact organizational effectiveness. Employee turnover and negative attitudes emerge rapidly, relationships devolve, motivations decrease and performance start deteriorating (Heraty and Morley, 1998). Emotional intelligence can have a positive contribution in business enhancement;

improve team performance, customer and employee satisfaction (Bagshaw, 2000). Emotions if properly managed can lead towards more employee productivity, loyalty, productivity gains, innovations, goal achievements at personal, team and organizational level (Cooper, 1997). Several researchers such as Martinez (1997), Gibbs (1995) and Johnson and Kleiner (2000), all firmly consider emotional intelligence as an important determining factor of work achievements, arguing that generally in most circumstances individuals who fail in their occupations fail due to lacking interpersonal abilities instead of technical incapability; that they possess inadequate communication abilities or because they do not apt with organizational culture. Therefore, it is proposed that: there is difference in the level of emotional intelligence of the sample youth and difference in employees of the telecom sector will be seen.

RESEARCH METHODOLOGY

Sample Description:

Sample: The sample for the present study comprised of 160 working youths, half of who were BSNL employee and rest were AIRCEL employees of Jammu city in the age group of 27-32 years.

Locale of the study

The sample was selected from some of the areas of Jammu namely Gandhinagar, Cannal Road, Exchange road and Trikuta nagar.

Criteria for the sample Selection

- (a) Only those youth were selected who were employed with telecom sector (BSNL and AIRTEL).

(b) The working youth were in the age group of 27-32 years.

(c) Only those working youth were selected who were educated up to or above graduation.

Sampling Technique

Simple random sampling technique was used for initial sample identification and sample selection. Telecom sector BSNL and AIRTEL was selected and a list of their offices was prepared. A total of 20 such offices (i.e. 10 BSNL and 10 AIRTEL) with employed youth were drawn. Then from these offices 8 youth from each were selected randomly.

Emotional Intelligence Scale: The scale developed by Prof. N.K Chadha and Dr. Dalip Singh (2003) was used to assess the Emotional Intelligence of the employees. This test has been designed in such a way that it measures all three psychological dimensions: emotional sensitivity and emotional competency. This test has been standardized for professional managers, businessman, bureaucrats, artists and graduate students. This EQ Test has a test-retest and split-half reliability of 0.94 and 0.89 respectively and validity of 0.89.

Data analysis

The data was chiefly analyzed quantitatively using various statistical measures. It was supplemented with qualitative method wherever required. Percentage of respondents falling in various categories of each scale were calculated and tabulated. Some statistical techniques like mean, SD, test and chi-square were applied to obtain the results of the present study. The statistical analysis was done using different packages like SPSS,

STATISTICA and MATLAB for more appropriate results.

RESULTS AND DISCUSSION

The results of the study are presented as follows:

Distribution of Sample Youth

Table 1: Age- wise Distribution of Sample

Age (years)	BSNL N %	Mean age & SD	AIRTEL N %	Mean age & SD	Total N %	t-value
27-28	24	27.75	40	26.81	64	3.78
29-30	30		50		40	
31-32	25	±1.65	26	±1.46	51	
	31.2		32.5		31.8	
	5	5	14	6	7	
	32		17.5		45	
	38.7				28.1	
	5				2	
Total	80	100	80	100	160	

Employees

Table value= 1.64, insignificant

Table 1 depicts the age distribution of the sample youth. Majority of the youth, 40% (30% BSNL and 50% AIRTEL) fell in the age range of 27-28 years. The mean age of BSNL employees was found to be 27.75±1.65, while that of AIRTEL was 26.81±1.46. Statistically there was no significant difference in the age of selected youth of both the sectors.

Table 2: Emotional Intelligence of the Sample Youth Employed in Telecom Sector

Level of Emotional Intelligence	BSNL		AIRTEL		Total		χ^2 value
	N	%	N	%	N	%	
Extremely High	3	3.75%	1	5%	4	11.25%	11.42* P value=
High	4	61.25%	4	5%	8	61.25%	
Moderate	2	33.75%	1	5%	3	26.25%	
Low	1	12.5%	1	5%	2	12.5%	
Total	8	100%	8	100%	16	100%	

Level of Emotional Sensitivity	BSNL		AIRTEL		Total		χ^2 value
	N	%	N	%	N	%	
Extremely High	7	8.75%	5	6.25%	12	7.5%	5.42 p value=
High	8	10%	1	18.75%	9	14.37%	
Moderate	5	62.5%	5	66.25%	10	64.37%	
Low	1	18.75%	7	8.75%	8	13.75%	
Total	8	100%	8	100%	16	100%	

d.f=3, Table value=7.81, insignificant

d.f=3, Table value=7.81, *Significant at 0.05% level

Table 2 contains data on the level of emotional intelligence of the sample youth employed in telecom sector. Overall, the emotional intelligence of sample youths ranged from high (61.25%) to moderate (26.25%). It implies that majority of the youths had strong emotional intelligence that can lead towards more employee productivity, harmony and organizational level with groups. Remaining 11.25% of the sample had extremely high emotional intelligence indicating that some youths had achieved extremely high control and maturity over their emotions. Calculation of chi square indicates significant differences in the emotional intelligence of BSNL and AIRTEL employees with more employees of AIRTEL (18.75%) having extremely high emotional intelligence than youth working in BSNL (3.75%).

Table 3: Emotional Sensitivity of the Sample Youth in Telecom Sector

Level of Emotion	BSNL		AIRTEL		Total	χ^2 value
	N	%	N	%		
Extremely High	3	3.75%	1	5%	4	11.25%
High	4	61.25%	4	5%	8	61.25%
Moderate	2	33.75%	1	5%	3	26.25%
Low	1	12.5%	1	5%	2	12.5%
Total	8	100%	8	100%	16	100%

As far as the level of emotional sensitivity was concerned majority of the youths (64.37%) had moderate level of emotional sensitivity followed by 14.37% who had high level of emotional sensitivity. Thus, this implies that most sample youth had moderate to high understanding of emotional arousal, management of the mediated environment and maintained healthy rapport, harmony and comfort with others. They were sensitive towards the emotions of others and hence could understand not only their own but also emotions of others. Calculation of chi-square indicates insignificant difference in the emotional sensitivity of employees in both the groups.

Table 4: Emotional Competency of the Sample Youth

Level of Emotional Competency	BSNL		AIRTEL		Total		χ^2 value
	N	%	N	%	N	%	
Extremely High	5	6.25%	9	11.25%	14	8.75%	2.98 p value=
High	32	40%	38	47.5%	70	43.75%	
Moderate	42	52.5%	32	40%	74	46.25%	
Low	1	1.25%	1	1.25%	2	1.25%	
Total	80	100%	80	100%	160	100%	

d.f=3, Table value=7.81, insignificant

Table 4 contains data on the level of the emotional competency of the employees of telecom sector. Most of the respondents (46.25%) had moderate level of emotional competency followed by 43.75% who had high level of emotional competency. It implies that majority of employees had moderate to high emotional competency, implying that most of them had the capacity to tactfully respond to emotional stimuli elicited by various situations, had high self esteem and optimism, communication and could tackle emotional upsets such as frustration, conflict and inferiority complex. However, calculation of chi-square indicates insignificant difference also in the level of emotional competency among employees of both the sectors.

CONCLUSION

Emotional Intelligence may indeed be a key determinant of employees' effective performance and it is considered most important at workplace. Majority of the working youth had

strong emotional intelligence to maintain rapport, harmony and comfort while dealing with others. The sample young adults had developed control on their emotions were adaptable, flexible and could deal with conflicts and frustrations. Contrary to the popular view that only those working at managerial level develop emotional intelligence, The findings point that even the young adults recently venturing into various profession can also have high levels of environment intelligence. Calculation of chi square indicates significant differences in both the sectors. The emotional competency of a person has a vital contribution in the success of an employee. Human beings are emotional beings and this must be the first step towards understanding of emotions. It can be concluded that emotional intelligence is crucial at workplace and it may help the managers to develop employees in terms of positive and committed workforce by developing and enhancing their emotional capabilities. Hence, it is evident that emotional intelligence is a better predictor of "success".

REFERENCES

- Bagshaw, M., 2000. Emotional intelligence-training people to be affective so they can be effective. *Ind. Commer. Train.*, 32(2).
- Cooper, R., 1997. Applying emotional intelligence in the workplace. *Train. Dev.*, 51(12): 31-35.
- Cooper & Sawaf. (1997).
- Cote, S. and C.T.H. Miners, 2006. Emotional intelligence, cognitive intelligence and job performance. *Admin. Sci. Quart.*, 51(1): 1-28.
- Gibbs, N., 1995. The EQ Factor: New brain research suggests that emotions, not IQ, may be

the true measures of human intelligence. *Time Mag.*, 146: 60-68.

Heraty, N. and M. Morley, 1998. In search of good fit: Policy and practice in recruitment and selection in Ireland. *J. Manag. Dev.*, 17(9): 662-685.

Johnson, D.L. and B.H. Kleiner, 2000. A comparative view of employment testing. *Manag. Res. News*, 23(7-8).

Martinez, M.N., 1997. The smarts that count. *HR Mag.*, 42(11): 72-78.

Mayer, J.D, P. Salovey D.R. Caruso, 2008. Emotional intelligence: New ability or eclectic traits? *Am. Psychol.*, 63: 503-517.

Websites referred: