



## THE INFLUENCE OF EMOTIONAL INTELLIGENCE ON SELF PERCEIVED MANAGERIAL EFFECTIVENESS

**Dr. P.R.Muthuswamy**

*Principal, Dr. NGP Arts & Science College, Coimbatore, India.*

**Ms. K.A.Guhaselvi**

*Research Scholar, G R Damodaran Academy of Management, Coimbatore, India.*

### **Abstract**

*Human beings are born with emotions that generate feelings and moods leading to development of perceptions which could turn positive or negative due to the circumstances in which the child grows. These emotions are the psychological makeup of an individual's mind which is perceived by others. People assign themselves to jobs as they have to earn to fulfill their basic needs and other comforts in life. Working in different places on various positions with their own objectives is really challenging. This would mean that individuals work along with different people coming from different feelings, attitudes, perceptions, strengths, limits, back ground and culture. This could directly influence their performance and their productivity which in turn ultimately lays down the organizational functioning to achieve its selected goals. Human Resource Department helps people to cope up with the problems that they face at the work place due to the differences. One such effort is working on the emotions and trying to understand the emotions of people. The word intelligence has different ways to explain its term while it is defined as an approach to observe the behaviors. Therefore, Emotional Intelligence is an effective tool to know and handle the emotions in self and others. Emotional intelligence involves knowing one's own feelings and using them to make good decisions while having empathy for others. EI also includes social skills, which enhances getting along with other people.*

**Key Words:** *Emotional Intelligence, Emotions, Empathy, Social Skills, Managerial Effectiveness, Leadership Skills.*

### **INTRODUCTION**

Human resource management describes a set of tasks aimed at effectively managing an organization's employees, commonly known as its human resources or human capital. Human resource professionals look into the different managerial and operating functions of human resources development and are also responsible of strategic HR management functions. In today's competitive environment, human capital management is critically important to remain viable in the global marketplace. As a result, HR plays a pivotal role in the world—because people are truly the only thing that differentiates one business from another. Among the numerous varied challenges confronting HR professionals, they need to keep patience and be flexible to interact with people of widely differing levels of experience, intelligence, emotional intelligence, education, knowledge, skills and abilities. As a supporter of both the business and the people perspectives, diplomacy is a must. Sound judgment, good listening skills and tact are essential—as are influencing skills, the ability to link people strategies with business strategies, and the ability to prove the value that human capital add to the organization's bottom line. This stresses the importance of the managers to be not only intelligent but also emotionally intelligent.

### **EMOTIONAL INTELLIGENCE**

Emotional intelligence involves knowing one's own feelings and using them to make good decisions while having empathy for others. EI also includes social skills, which enhances getting along with other people. Othman et al.,(2008) comment that if the intensity of service provider and client interaction is high (crucial information exchange, greater carefulness, comprehensive interaction, high value exchange, as in healthcare professional service), EI will play an important role in affecting the job effectiveness. The occupations high in emotional labor are in the categories of professional, technical, clerical (e.g. cashiers, clerks, bank tellers and bill collectors) and service workers (e.g. protective service workers, personnel service workers, health service workers and waiters).



These employees are required to display the standard expression of emotions regardless of how they actually feel at the work place. The pressure exerted due to the nature of their work and the kind of relationship that they have to maintain while they are on the job prevents them from being their original self. Healthcare executives need to form good relationships irrespective of their work pressure within the organization to stay better informed and to bring a depth and richness to their careers (Ross, Wenzel & Mitlyng, 2002). This makes it crucial for the personal and interpersonal skills to be practiced at the workplace and they have to be developed to allow the individual to comfortably create these relationships. Stimulating the growth of the emotional intelligence skills among the executives would make the individual to be aware of his own self and also understand others thereby nurturing the effective performance of the employee in a healthcare organization. The literature clearly assumes that emotionally intelligent leaders are more effective (Sosik & Mergerian, 1999).

### **SELF PERCEIVED EFFECTIVENESS**

The term self perceived effectiveness means the extent to which a manager perceives that he/she fulfills the role expectations (Spreitzer, 1995). Fitnes (2000) states that the work place is one of the most frustrating contexts that people have to deal with. As the environment existing in a hospital exert more in terms of emotions from the employees, the executive, managing them has to be a person with the ability to understand, motivate, lead and direct these healthcare workers. Executives who manage the employees at the health care organizations with ability to understand the emotions may well contribute to the employee motivation as well as increased level of optimism and commitment to the organizational vision (Barling et al., (1996) & Dubinsky et al., (1995). Building linkage between the emotional intelligence and a manager's effectiveness is the main focus of the present study.

### **STATEMENT OF THE PROBLEM**

From the review of various studies on emotional intelligence, leadership qualities and effectiveness, the researcher came to know that the administrative executives would face significant amount of stress and competence in their profession. The role of the executives working with Multi Specialty Hospitals is challenging due to the unique problems they face while delivering the service. It is the front line employees who handle the patients and their accompanying relatives. They play an eminent role in smooth run of the day to day operations. Managing these smart and effective man power resources require a good amount of emotional stability along with the leadership skills. Technical competency comes through the formal education and working with the technology while performing their job. To gain more emotional balance people need to be aware of their own emotions and develop the capability to understand the emotions of others. Employees who work as executives, when gain experience, as the time passes by, becomes aware of their own capabilities there by, gaining an opportunity to learn about empathizing and managing people. When this competence is gained, it could be used to bring about a change in handling and understanding of one-self and others at the work place. But in the real scenario, we do not find it happening; instead there is a strain in the interpersonal relationship due to heavy work pressure.

These circumstances made the researcher to go in for a systematic study on how emotional intelligence has an influence over the managerial effectiveness of the executives working in the hospital industry. If there were any significance found then this knowledge could be utilized for further research helping in turn to bring about a change in handling and understanding of one-self and others at the work place.

### **PURPOSE OF THE STUDY**

To study the relationship that exists between Emotional Intelligence and Managerial Effectiveness of the Administrative Executives in Multi – Specialty Hospitals at Coimbatore.

### **HYPOTHESIS TESTED IN THE STUDY**

- Hypothesis 1: Emotional intelligence factors and self-perceived managerial effectiveness significantly differ across the age of the administrative executives.



- Hypothesis 2: There is significant relationship between emotional intelligence and self-perceived managerial effectiveness.

### RELATED LITERATURE REVIEW

In the research work of **Othman, Abdullah and Ahmad (2009)** empirical evidence on the role of Emotional Intelligence (EI) in service providers' team role effectiveness is inconclusive despite the obvious conceptual link. The purpose of this paper is to look into the moderating effect of work motivation on the relationship between EI factors (Self Emotional Appraisal, Others' Emotion Appraisal, Regulation of Emotion, and Use of Emotion) and team role effectiveness. The findings indicate that the effect of SEA and OEA on service provider's team role effectiveness is moderated by work motivation; the effect is complex and counter-intuitive. Implications for managerial practices and future research are discussed.

**Polychroniou (2009)** reported that this study aims to investigate the relationships between social skills, motivation and empathy (emotional intelligence components) and transformational leadership in Greek organizations giving emphasis on supervisor-subordinate interaction on a team basis. Implications for management are discussed including the need for supervisors to use emotional intelligence competencies and transformational leadership, so that their subordinates are empowered to participate and increase team effectiveness.

**Reilly and Karounos (2009)** argued that global corporations operate in an environment characterized by cross-cultural differences. This exploratory research examined how varying cultures perceive the effectiveness of differing leadership styles. Using categories developed by Project GLOBE, the study surveyed a sample of international sales managers from four cultural clusters to assess the role of emotional intelligence (EI) in determining leadership effectiveness. The results confirmed that EI is valued more highly than technical skills and cognitive skills, especially regarding social skill, and supported earlier findings that transformational/charismatic leaderships are favored across cultures.

### RESEARCH METHODOLOGY

It was decided that a descriptive study using primary data would be appropriate to investigate the objectives and the hypotheses. For the purpose of studying the objectives and testing the hypotheses, a questionnaire was used as an instrument to collect the data. The data collected from the pilot study was subjected to reliability test using Cronbach Alpha. It was found that the reliability coefficients for the variables chosen for this study are more than 0.70.

**Sampling Frame and Sampling Design:** Executives working in hospitals with 400 and above beds in the geographical area of Coimbatore city were chosen as the Universe for the research. The population from the five 400 and above bedded hospitals comprise of 186 executives from middle level management with subordinates reporting to them. The sampling technique used for the collection of data is census sampling. The data was collected from 154 samples as the researcher could not get back the rest of the issued questionnaires. The sample size is 82.79% of the total population. The statistical tools used for analysis are Mean, Standard Deviation and Multiple Regression to study the influence of emotional intelligence on self-perceived managerial effectiveness.

### ANALYSIS AND DISCUSSION

*Hypothesis 1 : Emotional intelligence factors and self-perceived managerial effectiveness significantly differ across the age of the administrative executives*



**Table 1, Showing Tests of Between-Subjects Effects for Emotional Intelligence and Self-Perceived Managerial Effectiveness**

Source	Dependent Variable	Sum of Squares	Df	Mean Square	F	Sig
Age	Awareness of Own emotions	6.973	4	1.743	8.985	.000
	Others' emotional appraisal	18.278	4	4.569	11.109	.000
	Ability to regulate felt emotions	6.232	4	1.558	4.080	.004
	Facilitating thinking with emotions	3.336	4	.834	4.040	.004
	Understanding emotions	6.743	4	1.686	5.992	.000
	Ability to recognize the emotions of others	26.847	4	6.712	15.614	.000
	Ability to manage the emotions of others	10.748	4	2.687	7.389	.000
	Empathy	17.746	4	4.437	10.892	.000
	Ability to use emotions to facilitate thinking	10.347	4	2.587	9.255	.000
	Regulation and management of emotions	33.916	4	8.479	300.751	.000
	Self-perceived Managerial Effectiveness	14.064	4	3.516	13.567	.000

\* Significant at 0.05% level

On examination of the table 4.3 , it is found that there is significant difference in awareness of own emotions ( $F = 8.985, p = 0.000$ ), others' emotional appraisal ( $F = 11.109, p = 0.000$ ), ability to regulate felt emotions ( $F = 4.080, p = 0.004$ ), facilitating thinking with emotions ( $F = 4.040, p = 0.004$ ), understanding emotions ( $F = 5.992, p = 0.000$ ), ability to recognize the emotions of others ( $F = 15.614, p = 0.000$ ), ability to manage the emotions of others ( $F = 7.389, p = 0.000$ ), empathy ( $F = 10.892, p = 0.000$ ), ability to use emotions to facilitate thinking ( $F = 9.255, p = 0.000$ ), regulation and management of emotions ( $F = 300.751, p = 0.000$ ) and self-perceived managerial effectiveness ( $F = 13.567, p = 0.000$ ).are significant. Therefore, H1 is supported for awareness of own emotions, others' emotional appraisal, ability to regulate felt emotions, facilitating thinking with emotions, understanding emotions, ability to recognize the emotions of others, ability to manage the emotions of others, empathy, ability to use emotions to facilitate thinking, regulation and management of emotions and self-perceived managerial effectiveness.

**Hypothesis 2: There is significant relationship between emotional intelligence and self-perceived managerial effectiveness.**

**Table Showing the results of Multiple Regression predicting Self-Perceived Managerial Effectiveness**

Variables	Standardized Beta Coefficients	t	Sig.
Awareness of own emotions	.015	.227	.821
Others' emotional appraisal	.056	.798	.426
Ability to regulate felt emotions	.039	.723	.471
Facilitating thinking with emotions	.209	3.279	.001
Understanding emotions	.091	1.405	.162
Ability to recognize the emotions of others	.417	5.589	.000
Ability to manage the emotions of others	-.140	-2.190	.030
Empathy	-.152	-2.443	.016
Ability to use emotions to facilitate thinking	.183	2.630	.010
Regulation and management of emotions	.196	2.966	.004

Source: Primary data. Dependent Variable: Self-perceived Managerial Effectiveness

**F = 25.533; p = 0.000; R<sup>2</sup> = 0.646; Adjusted R<sup>2</sup> = 0.621**

The above table reports the multiple regression results for self-perceived managerial effectiveness predicted by emotional intelligence. The R<sup>2</sup> for the regression model is found to be 0.646. This indicates that, 64.6% of the variation in the dependent variable self-perceived managerial effectiveness is explained by the emotional intelligence variables such as awareness of own emotions, others' emotional appraisal, ability to regulate felt



emotions, facilitating thinking with emotions, understanding emotions, ability to recognize the emotions of others, ability to manage the emotions of others, empathy, ability to use emotions to facilitate thinking, regulation and management of emotions. It also shows that adjusted  $R^2 = 0.621$ , which means that any time another independent variable is added to this model, the  $R^2$  will increase (even if only slightly). This regression model results in the ANOVA which is reported by F – ratio = 25.533 ( $p < 0.000$ ). This indicates that the regression model for self-perceived managerial effectiveness is significant.

On examination of the standardized beta coefficients, it is found that all the emotional intelligence factors - ‘facilitating thinking with emotions’, ‘ability to recognize the emotions of others’, ‘ability to manage the emotions of others’, ‘empathy’, ‘ability to use emotions to facilitate thinking’, and ‘regulation and management of emotions’ influence self-perceived managerial effectiveness. The statistical significance is found to be in the directions hypothesized except for prediction by ability to manage the emotions of others and empathy. Ability to recognize the emotions of others is the strongest predictor as indicated by  $\beta = .417$ ;  $p = .000$  followed by facilitating thinking with emotions ( $\beta = .309$ ;  $p = .001$ ) regulation and management of emotions ( $\beta = .196$ ;  $p = 0.004$ ); ability to use emotions to facilitate thinking ( $\beta = .183$ ;  $p = .010$ ); empathy ( $\beta = -.152$ ;  $p = 0.016$ ); and ability to manage the emotions of others ( $\beta = -.140$ ;  $p = .030$ ).

## CONCLUSION

The present study indicates that there is a relationship between emotional intelligence and managerial effectiveness and emotional intelligence is found to be higher among those who are above 45 years of age. As the executives gain more experience in their area of work when they are under stressful situations in the day to day work environment they are able to manage it in an efficient way directing their subordinates to deliver the services without any flaws. It is also observed that women are found to be effective managers with higher emotional intelligence. Though Daniel Goleman argues that there are no differences in the emotional intelligence profiles of men and women there are researchers who have reveal that the women are more emotionally intelligent than men. This study establishes the fact that women employed in this industry seem to be more matured as the nature of work involved in this industry requires more patience and empathy. It is also established from the study that emotional Intelligence has an influence over managerial effectiveness.

## REFERENCES

1. Barling , J., Weber,T., Kelloway, E.K., (1996) Effects of Transformational Leadership Training and Attitudinal and Fiscal outcomes; a field experiment. *Journal of Applied Psychology*, 81: 827-832.
2. Fitnes, J.,(2000), Anger in the work place: An emotion sent approach to anger episodes between workers and their supervisors, coworkers and subordinates, *Journal of organizational behavior*, 21:147-167.
3. Othman, A. K., H. S. Abdullah, et al. (2008). "Emotional intelligence, emotional labor and work effectiveness in service organizations: A proposed model " *Vision* (09722629) 12(1): 31-42.
4. Polychroniou P. (2009) “Relationship between Emotional Intelligence and Transformational Leadership of Supervisors: The impact on Team Effectiveness”, *Team Performance Management*, Vol. 15, No. 7, p.p. 343-356
5. Reilly, Anne. & Karounos, T. "Exploring the Link between Emotional Intelligence and Cross-Cultural Leadership Effectiveness." *Journal of International Business and Cultural Studies* (2009).
6. Ross,A., Wenzel,F., & Mitlyng,J.,( 2002), *Leadership for the Future: Core competencies in healthcare*. Chicago: Health Administration Press.
7. Spreitzer,G.M., (1995). Psychological empowerment in the workplace – Dimensions, Measurements and Validation. *Academy of Management Journal*, 38, 1442-1465.
8. Sosik, J.J., & Mergerian, L.E., (1999), Understanding leader emotional intelligence and performance: Role of self and other agreement on transformational leadership perceptions, *Group and Organization Management*, Vol.24, No.3,pp367-390.