



# Emotional intelligence of adults working in government and non-government organizations

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## ABSTRACT

The study was conducted to find out emotional intelligence levels of adults working in government and non-government organisations. A sample of 200 employed adults (27-40 years) of government and non-government organizations of Jorhat town of Assam were selected purposively for the study. For data collection, a standardized structured questionnaire named "Emotional Quotient Test" (EQ Test) was administered. Results revealed that majority of respondents of government as well as non-government organizations had high level of emotional intelligence. Significant difference was not found between the levels of emotional intelligence of the respondents working in government and non-government organizations.

## INTRODUCTION

Human beings are psychologically very complex. The human mind is able to reason, remember, learn and form concepts or ideas, as well as direct actions towards specific goals. In other words, human beings are not only motivated by reason and intelligence, but are also subject to passions, desires, and a range of other feelings which can motivate them strongly-often in a direction different from that of reason. These feeling are called emotions. Emotion is a complex state of human mind involving a wide range of bodily changes such as breathing, pounding

heart, flushed face, sweaty palms, high pulse rate and glandular secretion. Mentally, it is a state of excitement or perturbation marked by strong feelings. Emotions represent the way we feel and the way we react to our inner instincts and our outer surroundings. Emotion is a behavioural regulator and it is regulated developmentally. Intelligence means the intellectual capacity of a person which catches the eyes of humanity. It was only in the last few decades that a new form of intelligence came into existence called "Emotional Intelligence". It is the new yardstick which is increasingly applied to address a person's wellbeing in life. The term emotional intelligence

was first proposed in the management literature by Salovey and Mayer in 1997. According to them emotional intelligence includes “the ability to perceive accurately, appraise, and express emotion; the ability to access and or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth”. Singh (2001) mentioned that application of emotional intelligence supports the managers and employees to recognize and understand emotions and using emotional intelligence to manage oneself and his/her relationship with others. According to Goleman (1998) emotional intelligence is the capacity for recognising our own feelings and those of others, for motivating ourselves and for managing emotions of ourselves and our relationships. It is the ability to manage one’s own and others’ emotions appropriately and it has a significant impact on the personal and professional success of individuals (Deepa, 2009). Caruso and Wolf (2004) define emotional intelligence as the ability to perceive emotions, access and generate emotions so as to assist thought, understand emotion and emotional knowledge and reflectively regulate emotions so as to promote emotional and intellectual growth. Emotional intelligence can also help people govern their negative feelings appropriately and consequently reduces stress. People with high emotional intelligence have considerably less stress and enjoy more healthy body and mind (Gill, 2010).

Fisher and Ashkanasy (2000) discussed that study of emotions at organizational environment is of far more important but it has been ignored over the years. For them emotions have a lot to do with the organizational level, group level, team level and individual level processes. A workplace is a very eye-catching arena for humans to express their positive and negative emotions. He later argued that the way we tackle our emotions at our workplace can turn out to be decisively contributing factor towards our stress management. It will not be wrong to say that the study of emotions at our workplace lies at the very heart of our intriguing insight into our own self and emotions Muchinsky (2000). In word of Law *et al.* (2004), emotionally intelligent employees typically performed better which implies that lack of emotional intelligence in employees could negatively affect performance and their relationships at workplace. Emotional intelligence has a positive impact on the

performance level of the managers and employees in educational administrations of Iran (Jorfi *et al.*, 2010). Executives in business organization generally possess a high level of personal competency and emotional intelligence. In Indian Business organizations, all the dimensions of personal competencies like people success, task success, system success and self success have a significant positive relationship with emotional intelligence (Singh, 2010). There was a significant difference between the emotional intelligence of male administrators working in public and private sector (Mahananda *et al.*, 2013). Thilagavathy (2013) mentioned that government and private school teachers differ significantly in their adjustment but did not differ significantly in their emotional intelligence. Sen and Saxena (2011) studied the Comparison of employee of private versus public hospitals in Udaipur with respect to emotional quotient profile. It has been observed that the two groups of respondents belonging to hospitals, running in two different business sectors *i.e.*, private and public differ significantly with regards to “empathy”.

Today, the rules of the workplace are rapidly changing; a new yardstick is being used to judge people. It is often said that a high IQ (Intelligence Quotient) may assure you a top position, but it may not make you a top person. This does not measure how smart you are or what your academic qualification are or even what your expertise is. Instead it measures how well you are able to handle yourself and others. This yardstick is increasingly applied in deciding who will be hired and who will not, who will be dismissed and who will be retained, who will be ignored and who will be promoted. These new rules predict who is most likely to be successful and who is most likely to be fail. Regardless of the field people are currently working in, they are being judged for emotional traits that are crucial to their marketability for future job or new assignments. Possibly, employee of large organisation may be evaluated in terms of such abilities, even though they may not be aware of it. Any organization wishing to thrive through change must make the choice to promote, and allow employee expressions of emotional intelligence (Hunton *et al.*, 1998).

In addition, emotional intelligence has also been proposed as a construct that may impact performance in organisations (Jordan *et al.*, 2002). The growth of the organizations will depend upon the skills relating to

emotional intelligence of employed adults. Keeping this in mind, the present study was taken up to study the emotional intelligence levels of adults working in government and non-government organizations of Jorhat town.

## MATERIAL AND METHODS

The study was conducted in Jorhat district of Assam. A total sample of 200 (100 government and 100 non-government) employed adults were selected. To make the group homogeneous the respondents who are involved in the job with medium complexity were selected (teachers of colleges and high schools, bankers and executives of different companies). A standardized structured questionnaire named "Emotional Quotient Test" (EQ Test, 2006) was administered to collect the data. The test has been designed in such a way that it measures total emotional intelligence. Test had provided a four fold categorization (Extremely High EQ, High EQ, Moderate EQ and Low EQ) along with the range of score for an estimation and quick interpretation of emotional intelligence scores earned by an individual. The data was analysed with the help of frequency and percentage, mean, standard deviation and z-test.

## OBSERVATIONS AND ANALYSIS

The findings of the research work are discussed below:

Levels of Emotional Intelligence of respondents working in government organizations are depicted in Table 1. The results revealed that more than half of the respondents (69.00%) have high level of emotional intelligence, whereas 23.00 per cent of respondents were in the level of extremely high emotional intelligence and the rest (8.00%) were in moderate level of emotional intelligence. None of the respondents were found to have low level of emotional intelligence. The remarkable results of having better levels of emotional intelligence reflected their capacity to promote emotional growth. The reason behind that may be the young government service holders are now a days getting opportunities to have in-service training of developing leadership qualities, decision making capacities, problem solving capabilities which facilitate them to practice the skills pertaining to emotional intelligence by making a good relationship with others and thereby motivated to achieve their goals. Moreover, being educated people they worked in a conducive environment by availing all the facilities given by the government.

Levels of EI	No. of respondents (n=100)	
	Frequency	Percentage
Extremely high	23	23.00
High	69	69.00
Moderate	8	8.00
Low	0	0
Total	100	100.00

Levels of EQ	No. of respondents (n=100)	
	Frequency	Percentage
Extremely high	13	13.00
High	84	84.00
Moderate	3	3.00
Low	0	0
Total	100	100.00

No. of respondents	Levels of emotional intelligence				Mean score	S.D	z-value
	Extremely high	High	Moderate	low			
Government (n=100)	23 (23.00%)	69 (69.00%)	8 (8.00%)	0	349.47	28.43	0.71 <sup>NS</sup>
Non-government (n=100)	13 (13.00%)	84 (84.00%)	3 (3.00%)	0	352.1	23.61	

NS=Non-significant

Figure within bracket indicates the percentage to the total

Results indicated (Table 2) that 13.00 per cent of respondents of non-government organizations were in extremely high level of emotional intelligence and large number of respondents (84.00%) were in high level of emotional intelligence. Only 3.00 per cent respondents were found in moderate level of emotional intelligence. It was interesting to note that none of the respondents were found to have low level of emotional intelligence. These disclosed the fact that in non-government organizations the employees were selected by using a new yardstick. Along with academic qualification their abilities to perform certain skills such as stress management, conflict resolution, achievement motivation etc. had been the criteria for hiring the employees. The rich work experience and exposure by dealing with different kinds of people in the organizations as well as outside the organizations also made the people of non-government organizations emotionally intelligent. It also reflects their emotional commitment towards the organizations. This findings can be supported by the study conducted by University of Haifa (2010) which also emphasized that emotional intelligence of the employees of private organizations contribute to form desirable attitudes towards the organizations and emotional commitments to the organizations.

Table 3 highlighted that more number (23.00%) of respondents of government organizations had extremely high level of emotional intelligence than the respondents (13.00%) of non-government organizations whereas more number of respondents (84.00%) working in non-government organizations had high level of emotional intelligence than the respondents (69.00%) working in government organizations. In the level of moderate emotional intelligence the number of respondents of government organisations (8.00%) was somewhat higher than that of the respondents (3.00%) of non-government organizations. None of the respondent from both government and non-government sectors were found to have low level of emotional intelligence. Unlike the employees of non-government organizations of big cities, the respondents of non-government organizations under study did not attend any training on emotional intelligence. Extremely high level of emotional intelligence of some of the respondents of government organizations disclosed the fact that the respondents who were in the early stage of their service could assume their duties with high professional skills as well as traditional values.

Irrespective of level (extremely high EI, high EI, moderate EI and Low EI) the result was statistically analysed by using z-test and no significant difference was found. It can be noted that the present study was confined to a small town and early service holders in which the level of performance, motivation and competencies were more or less similar. The young employees were equally alert about the environment and their aspirations. They were committed to their duties. Being the person of a small town they equally carried high traditional values which contributed to have over all skills almost in equal level. These findings are supported by the study conducted by Bhatti (2013), who proved that both government and non-government employees had no difference in emotional intelligence. Beri and Beri (2014), had also found that there was no significant difference in emotional intelligence of government and private senior secondary school teachers.

### Conclusion :

In today's complex scenario of organizations, the employees of both public and private sectors have to work in an effective way to adapt to the environment. To enhance their performance level they had to acquire skills related to emotional intelligence. Emotional intelligence plays an important role in helping the managers and employees to cope with this dynamic change in the workplace environment. It can be noted that having almost equal and high level of emotional intelligence of employees of government and non-government organizations reflect the awareness of today's employees about the contributions of other areas of intelligence towards organizational growth.

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