

A study of emotional intelligence of government employ and private sector employees

Sushil Yadav^{1*}, Dr Nehashree Srivastava²

ABSTRACT

Emotional intelligence is a crucial factor for deciding success in life & at work place. Mental wellbeing appears to play a vital role in shaping the behavior & performance of individual. This study is an attempt to examine the difference of emotional intelligence amongst government and private sector employees. The results clearly indicate that there is no significant difference in emotional intelligence between the government sector and private sector employees. An employee with better emotional intelligence can perform better in terms of performance, leading the team & building trust among colleagues and the surrounding network. Emotionally intelligent people can easily handle change, power struggle, competition and conflict. Business with emotionally intelligent employees consistently excels in the entire domain.

Keywords: *Emotional intelligence, performance, government sector, private sector.*

It is widely accepted that soft skills greatly affect how people feel and respond to others. If they feel appreciated and valued, they are engaged and motivated to achieve organizational goals. Emotional intelligence is that sense of internal balance within us that enables us to keep our composure, make good decisions, communicate successfully and maintain effective leadership even when under stress. Emotional intelligence deepens our empathy. Emotional Intelligence is more important to job performance than any other leadership skill. It is said that our emotional intelligence is more than twice as important as our technical skill. Considering the importance of emotional intelligence for job performance it was decided to study the level of emotional intelligence of government and private sector employees. Emotionally intelligent abilities are not inborn gifts, but learned skills, the effective management can be done by learning Emotional Intelligence skills. Emotions are action oriented; therefore, creating intelligent and conscious actions regarding our own emotional responses as well as managing other people's reactions to an emotionally charged situation is the foundation of emotional intelligence. If we want to successfully manage all these reactions, first we need to accept and find our Cooper and Sawaf (1997) defines Emotional Intelligence as the ability to sense, understand and effectively apply the power and acumen of emotions as a source of human energy, information, connection and influence. Mayer and

¹Student Indra Gandhi National Open University, Lucknow, India

²Assistant Professor, Department Of Psychology, National PG College, Lucknow, India

*Responding Author

Received: May 20, 2020; Revision Received: June 6, 2020; Accepted: June 25, 2020

A study of emotional intelligence of government employ and private sector employees

Salovey (1997) defines emotional intelligence as 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 action. Emotional intelligence involves the ability to perceive accurately, appraise, and express emotions; the ability to access and/or generate feelings when they facilitate thoughts; the emotional state and its impact on our behavioral patterns. Emotional intelligence has a significant impact on self-development and leadership qualities. Emotional Intelligence is the ability to become aware of changes in one's and others' emotional tones and to organize them, to initiate, to keep calm in the midst of pressure and maintain healthy relationships with others, and to maintain an optimistic outlook towards life. Emotional Intelligence is part of your and others emotions and feelings, including the capability to monitor, differentiate and use this information to direct thinking and action. Emotional intelligence is the concept, which is currently in focus among the general public, practitioners and researchers. The researchers reported the relationship of emotional intelligence with other psychosocial factors and revealed the importance and benefits in the field of managing occupational stress, interpersonal relationships, success in work and personal life, enhancing performance, academic field, improving personality, interpersonal communication. Emotional Intelligence can be defined as the ability to recognize and adjust our emotions that generate our responses with certain situations or people. Through Emotional Intelligence individual can learn how to gain control over our responses and actively participate in forming our social skills. Emotional intelligence – the ability to manage ourselves and our relationships – consists of four fundamental capabilities: self-awareness, self-management, social awareness, and social skill. Each capability, in turn, is composed of specific sets of competencies (Goleman et al., 2002). It is more accurate to say that the frequency with which an individual demonstrates or uses the constituent capabilities, or competencies, inbuilt in emotional intelligence determine the ways in which he/ she deals with themselves, their life, work and others (Boyatzis et al., 2000). It is the ability to be aware to understand and to express oneself; be aware of, to understand, and to relate to others; deal with strong emotions and control one's impulses; and adapt to change and to solve problems of a personal or a social nature (Bar-On, 1988). High emotional intelligence develops in a person adaptability, creative responses to setbacks and obstacles, personal management, listening and verbal communication, confidence, motivation to work toward goals, a sense of wanting to develop one's career group and interpersonal effectiveness, cooperativeness and teamwork, skills in solving disagreements, effectiveness in the organization, leadership potential, social skills and various other competencies which make managers political savvy. It's being widely believed that emotional and social competence is as important, or even more important, than traditional dimension of intellectual ability and personality (Goleman, 1995, 1998) ability to understand emotions and emotional knowledge and intellectual growth. There is evidence that the pressures of managing multiple roles in women are the greatest, and the psychological benefits of employment are the least, under conditions of heavy family responsibilities that is, when young children are at home. This is because these different roles add to and enrich women's sense of self and enhance psychological well-being. The strain and stress they experience due to one role is balanced by the satisfaction they obtain Prestige e-Journal of Management and Research from other roles. Many people tend to devalue the work of a homemaker employs taking it for granted and thinking that it can be easily substituted by a housekeeper.

Emotional intelligence

The emergence of Emotional intelligence is way back from the time of Darwin who emphasized on the importance of emotional expression for survival. The term "Emotional Intelligence" was first used by WAYNE PAYNE in their doctoral thesis, "A study of

A study of emotional intelligence of government employ and private sector employees

Emotion: Developing Emotional Intelligence “,1985. Then the publication of Daniel Goleman best seller “Emotional Intelligence: Why It Can Matter More Than IQ.” was a breakthrough in this field in 1995. Nancy Gibbs’ Time magazine article in 1995 highlighted the book of Daniel Goleman.

Emotional Intelligence is a set of competencies which contributes to the ability of a person to manage and gauge his or her emotions and to judge emotional state of others. Daniel Goleman came up with a model in 1998 with five dimensions. They are as follow:

Self-awareness: It is the ability to judge and recognize a feeling. It is accuracy of self-assessment and confidence.

Self-management: It is the ability to keep impulsive emotions in self-control. It helps to keep disruptive emotions in check and maintain standards of integrity and honesty, be adaptable, take responsibility of one’s performance and be innovative.

Motivation: It is the tendency of emotions which helps in guiding in attainment of goals. It includes the optimism, commitment, drive and initiative.

Empathy: It is the ability to understand and to be aware of needs of others.

Social skills: It is the ability to sustain, thrive and persuade in social group. It is more about collective cooperation, leadership etc .

	Self Personal Competence	Other Social competence
Recognition	Self-Awareness - Emotional self-awareness - Accurate self-assessment - Self-confidence	Social Awareness - Empathy - Service orientation - Organizational awareness
Recognition	Self-Management · Self-control · Trustworthiness · Conscientiousness · Adaptability · Achievement drive · Initiative	Relationship Management · Developing others · Influence · Communication · Conflict management · Leadership · Change catalyst · Building bonds · Teamwork & collaboration

REVIEW OF LITERATURE

Explained that managers who supported and encouraged employee’s attempts to coordinate work and family demands reported several positive outcomes. Such employees felt less work/family conflict and at the same time reported less turnover, burnout, absenteeism and increased organizational commitment. Abraham (1999) proposed that emotional intelligence is directly associated to performance and the literature on this concept both conceptually and empirically continues to supports this assertion (Goleman, Boyatzis & McKee 2002, pp. 14; Bradberry and Greaves 2009, pp. 26) Dalip Singh, (2001) mentioned that application of emotional intelligence supports the managers and employees to recognize and understand

A study of emotional intelligence of government employ and private sector employees

emotions and using emotional intelligence to manage oneself and his/her relationship with others. The application of emotional intelligence in the organization includes the areas like personnel selection, development of employees, teams and the organization. Anger Elfenbien, (2006), Jordan, Ashkanasy Hartel and Hooper, (2002) told that emotional intelligence has also been proposed as a construct that may impact performance in organizations. Burke and Collinson, (2004) described that professionals viewed flexible workplace schedules as a key to employee retention and placed this working condition at the top in order to control employee attrition. According to Bloom and Van Reenen, (2006) firms that adopt better work life balance policies can improve the level of job satisfaction and increase organizational commitment among their employees. Ahuja (2011) employees who can better understand themselves and others and able to better manage their feelings and respond according to the situation will undoubtedly perform better in their jobs. Soomro, Riaz. H et al., (2012) concluded that the houses hold average income of the government was more than that of private employ but still the level of depression was much higher in the private employ. The private employ were found to have more average number of children as compare to government employ. Having more average number of children was one of the causes of depression among housewives because they have the burden of handling more babies alone. The working women were found to have a supporting hand for this purpose. The housewives were less educated as compare to working women which was another reason for being depressed because education gives vision and better understanding of life. There was significant difference in the level of depression of working private and government employ. The level of depression among the private was twice as that of government employ According to Kumar Dinesh, et al. (2011) working women excelled over non-working women in terms of emotional intelligence and desire for social freedom, and the respondents belonging to high emotional intelligence group, high desire for social freedom group and working group preferred smaller personal space (PS). Summiya Ahmad, et al. (2009) revealed that there is a significant difference between the mean scores of the men and women. It means that men show more assertiveness, self-recognition about himself show more independence and management according to the situations than the women. Independence impulsive assertiveness is usually observed in men. One of the reasons for this is that men are a powerful member in our society. The self-employed wife might even enjoy more freedom compared to the working wife who needs to operate within the rules of the workplace and report to a boss (Hundley 2001). Arora, Badaya and Bhatnagar (2009) in their study made comparison between the emotional quotient (EQ) of children of working mothers and home makers between children of working mothers with fixed time schedule and working mothers with unpredictable time schedule and between children of working women in service and children of working women in business. The results reveal that there is no significant difference between EQ of children of working mothers and home makers although it is slightly higher among children of home makers. Further it was discovered that EQ of children of working mothers with fixed time schedule is significantly higher than that of children of working mothers with unpredictable time schedule. No significant differences were found between EQ of children of working mothers in service and children of working mothers in business although it was slightly higher for children of working mothers in service. EQ of children of home-makers was significantly higher than children of working with unpredictable time schedule. But there was no significant EQ difference either between children of home-makers and children of working mothers with fixed time schedule or between children of home makers and working mothers in service or between children of homemakers and children of mothers in business.

A study of emotional intelligence of government employ and private sector employees

Study objectives

Amongst government and private sector employees: The study seeks to achieve the following objectives with regard to Emotional Intelligence behavior,

1. To examine the emotional intelligence difference amongst employee's government and private sector.
2. To identify factors which would improve emotional intelligence.

Hypotheses

H01: There is no significant difference in emotional intelligence between the government sector and private sector employees.

H11: There is significant difference in emotional intelligence between the government sector and private sector employees.

RESEARCH METHODOLOGY

Study

The study is exploratory in nature and tries to compare Emotional Intelligence of government and private sector employ.

Sample

Convenience sampling has been used. Respondents in age group of 25-50 years government employ and private employ have been selected. 200 respondents were studied which comprised of 100 Government sector and 100 private sectors.

Tools for Data Collection

Emotional Intelligence Scale developed by Anukool Hyde et al., (2002) was used to collect data. This scale has 34 items for measuring Emotional Intelligence and it has been administered on the government sector and private sector. As the sample size was 200, item with correlation value less than 0.1948 should be dropped. All the items in the study had correlation value more than 0.1948 thus; no item was dropped from the questionnaire. Reliability of the measure was assessed with the use of Cronbach's alpha on all the 34 items. Cronbach's alpha allows us to measure the reliability of different variables. It consists of estimates of how much variation in scores of different variables is attributable to chance or random errors (Selltiz et al., 1976). As a general rule, a coefficient greater than or equal to 0.7 is considered acceptable and a good indication of construct reliability (Nunnally, 1978). The Cronbach's alpha for the questionnaire was 0.869 (refer Table 1). Hence, it was found reliable for further analysis.

Tools for Data Analysis:

The data was analyzed using independent sample t Test.

Table 1: Levels of Emotional Intelligence of respondents working in government organizations

Levels of EI	Frequency	Percentage
Extremely high	23	23.00
High	69	69.00
Moderate	8	8.00
Low	0	0.00
Total	100	100.00

A study of emotional intelligence of government employ and private sector employees

Table 2: Levels of emotional intelligence of respondents working in non-government organizations

Levels of EQ	Frequency	Percentage
Extremely high	13	13.00
High	84	84.00
Moderate	3	3.00
Low	0	0.00
Total	100	100.00

Improving Emotional Intelligence

- Be assertive
- Be proactive than reactive
- Be expressive
- Be motivated
- Be flexible
- Be happy
- Recognize pattern

RESULTS

Kolmogorov- Smirnov test is performed to test if the values follow normal distribution. This test is essential to decide the statistical test that is to be applied to compare the averages of respondents. The result of the test (see table-2) shows that values in Quality of Work Life among Government and private employs follow normal distribution hence t- test can be used for comparing means. Table -4 depicts that p value is 0.259 therefore null hypothesis H01 is accepted. Therefore, there is no significant difference between house wives and working employs with regard to their emotional intelligence. Although, mean value for the house wives was 120.04 (see table-3) while, working employs had the mean value of 129.82 (see table-3) which reflects that working employs were more emotionally intelligent than private employs.

DISCUSSION

The results of this study confirm that there is no significant difference between government and private employs with regard to their emotional intelligence. Although, mean value for the house wives was comparatively less than working employs who reflects that working employs were more emotionally intelligence than private employs. It has been found that in some dimensions, working employs were better on qualities such as Accurate Self-Assessment, Self Confidence, Achievement orientation, Initiative, Inspirational leadership, Influence and change Catalyst compared to Non-working person. The dual roles of the wife in her employment and in the home imply that the degree of involvement in various "homemaker" roles such as "Chief Cook", "Mother", "Housekeeper", will differ from the non-working person for whom such roles are the focal point of her existence (Hartley 1960). This does not necessarily imply rejection of homemaker roles by the working employs, but rather that she seeks other opportunities for self-fulfillment in activities outside the home (Bailyn, 1970). Wright (1978) in his research supports this finding; he concluded that both women who work outside in the home and full time private employs have benefits and costs attached to them. However, Adegoke (1987), Nathawat and Mathur (1993) and Rogers and May (2003) are of the view that working-class employs are generally more satisfied with their lives and marriage than non-working person. Shrivastava, Singh and Pandey (2008) revealed that the mean scores for different dimensions of emotional intelligence were found to be greater in

A study of emotional intelligence of government employ and private sector employees

non-working person than working employs. The scores for self awareness for working and non working were found to be more or less similar. The T- ratios yielded significant difference for only three subscales of EI i.e. assertiveness, independence and impulse control. The results did not yield significant difference between the total mean EI scores of working and non working women, confirming the null hypotheses made for the study that there is no significant difference between mean scores of working and non working employs.

CONCLUSION

It is clear from the study that there is no significant difference between working and non-working employs with regards to emotional intelligence. However, working women are more satisfied in comparison to non-working employs as they perceive their lives more challenging and secure. They are more comfortable with their life. The study concluded that it is the fact that a employs is involved in employment outside the home does not necessarily imply that she will devote less effort to homemaking activities than her non-working counterpart; conversely, a non-working person is not necessarily highly committed to her domestic role. Nonetheless involvement in a full-time job imposes time constraints on the performance of household duties. This implies that having paid employment either in the public or private sector, been a business person or a full-time private employ does not disrupt an employs family. However, the study needs to be widened as the sample collected for the present study is from particular state therefore cannot be generalized. It is an encouraging sign that more research into this area should be carried out considering different state so that better knowledge can be acquired about employs in different jobs and different life styles.

REFERENCES

- Deepa R. "Adaptation of Emotional Intelligence to Indian Context". Sixth Aims International Conference on Management 2008; 40(5):626.
- Dong Qingwen. "Moving Forward with Emotional Intelligence." International Conference of Psychological Inquiry, Journal of Managerial Psychology. 2007; 15:341-372.
- Fredrick M, Nafukho. Emotional Intelligence and Relationship Quality among Couples, 2000, 1(4).
- Freedman J, Ghini M, Fiedeldey-Van Dijk C. "Emotional Intelligence and Performance", Journal of Personal Relationships, 2005, 15(4).
- James Thomas Kunnanatt. "Emotional Intelligence: The New Science of Interpersonal Effectiveness", Human Resource Development Quarterly, 2000, 13(5).
- John Mayer D. "emotional Intelligence New Ability or Eclectic Traits" University of New Hampshire, 1998, 11(4).
- Johnson Pamela R. Indvik Julie "organizational Benefits of Having Emotionally Intelligent Managers and Employees," Journal of Workplace Learning., 10(7).
- Kane Thomas D, Marks Michelle A, Zaccaro Stephen J, Blair Virginia. "Self-Efficacy, Personal Goals, And Employees Self-Regulation", Journal of Employee Psychology, human Kinetics Publishers, Inc., 1996,

Acknowledgements

The author appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest

The author declared no conflict of interest.

A study of emotional intelligence of government employ and private sector employees

How to cite this article: S Yadav & N Srivastava (2020). A study of emotional intelligence of government employ and private sector employees. *International Journal of Indian Psychology*, 8(2), 552-559. DIP:18.01.065/20200802, DOI:10.25215/0802.065