

A STUDY TO UNDERSTAND THE IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE'S TEAM ORIENTATION BEHAVIOUR

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Abstract—emotional intelligence plays an important role in analyzing the employee team orientation behavior. The aim of the study is to understand the role of emotional intelligence of employee attitudinal and behavior outcome. Self-report emotional intelligence test by Schutte and Fundamental interpersonal relation Orientation-Behavior survey was used for this study. Data was collected from employee who worked as a team in different sector. This result will help different organization to develop and explore emotional intelligence to ensure efficacy through employee's emotional intelligence.

Keywords—Emotional intelligence; Orientation behaviour;

I. INTRODUCTION

Emotional Intelligence is one of the essential approaches for organization management in the last decade. Emotional intelligence may be defined as an ability, capacity, value, ability to identify, assess and control the emotions of one's self, of others, and of groups. Salovey & Mayer (1990) elaborates about the necessity for social intelligence as an ability to observe one's own and others feelings and emotions. EI means the ability to perceive accurately appraise, express emotion, generate feelings when they create thought, the ability to understand emotional knowledge and to regulate emotions to promote emotional and intellectual growth. In this concept the mainly focused on the multiple of emotional reasoning in day today's life. For most healthy persons, we assume that emotions convey in their life about the person's relationship with the world. Improving the concept of emotional intelligence required relating not only to intelligence but also to research on emotions. Examining the emotional intelligence by requires understanding the employee's own response and emotions.

Emotional intelligence has good reaction employees at different levels from which the growth in organizations established (Groves *et al.*, 2008). Both technical skills and psychological knowledge for all employee at different levels may considered in EI (Goleman, 1998). Further Goleman suggest that emotional intelligence is more essential for employee and without it, a person can't have the best training in the world and she/he still won't make a good employee for organization. Also adding to this, Goleman stated that average performers in senior employee positions, nearly ninety percent of

them in their profiles were attributable to emotional intelligence aspect rather than abilities. The practitioners of emotional intelligence by employee can give out with confidence. Also research has established sample evidence about the impact of emotional intelligence on employee orientation behavior. There is a less level of public knowledge about the role of emotional intelligence in the current organization. This study builds up research gap available on the impact of emotional intelligence employee orientation behavior. Schutte self-report emotional intelligence is used to measure the emotional intelligence. It is expected to strengthen the knowledge of the employee about the impact of emotional intelligence on employee behavior.

The FIRO-B assessment is an instrument which was instigated by William Shutz gives a value that is used to estimate how efficient a person is with a specific score. Scores are rated from 0-9. Each of the division consists of three major areas such as inclusion, control and affection. Expressed behavior is something which explains the comfort when it comes to coming in contact to other people. On the other hand wanted behavior is the state where a person expects others other people to exhibit certain behavior towards us.

When you give Expressed behavior and Wanted behavior to the three main areas of the FIRO-B assessment inclusion, control, and affection which may lead to six sections which mainly consists of inclusions, affection and control. They are mentioned as follows: expressed inclusion, wanted inclusion, expressed control, wanted control, expressed affection and wanted affection.

In the case of Expressed inclusive trait, a person attempt to join others in your work, as well as to an extent where you to get others to include you in their respective work. They want to engage socially and join a larger amount of social teams.

On the other hand, wanted inclusion people have the trait that you want others to join you in their work. They expect people to invite them to social gatherings and social groups.

In the case of, expressed control tells you about the nature where a person is comfortable influencing others and not stopping there he goes a step further by taking responsibility for others. Wanted control is connected with your comfort level with good instructions and expectations, which is pre-defined by some other person in influencing the direction of your own actions. Expressed affection

extent to which you engage with other on a personally and more comfortable you are with helping others openness. Wanted affection is how you are with others taking a personally in you and acting warmly toward you and more comfortable with better intimacy with you. Every section is given a score ranging from zero to nine. Based on such score, three level 0-2 Low, 3-6 Medium and 7-9 High of scores. FIRO's belief that these scores reflect learned behavior. This study on impact of emotional intelligence on employee orientation behavior builds up research gap available will be the basis of relationship between emotional intelligence and employee orientation behavior.

LITERATURE REVIEW

LITERATURE REVIEW ON EMOTIONAL INTELLIGENCE

A review of the literature on emotional intelligence, employee's orientation behavior and identifies how these concepts come together. Goleman (1998) presented the word emotional intelligence. The origin of the concept is from social intelligence (Johnson and Indvik, 1999). Salovey and Mayer developed first model for emotional intelligence (1990). Its main significance is attributed to ability to perceive, evaluate emotion; the capability to create feelings in order to help the thought to discriminate among them and to use this information to guide one's thinking and actions. This suggests people are more self-aware of their strengths and limitations, and because of this they are claimed to be more confident, optimistic, flexible, innovative and comfortable with new ideas (Bellack, 1999; Goleman, 1995, 1998; Mayer and Salovey, 1997).

LITERATURE REVIEW ON RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND BEHAVIOUR

This is for the clarity as to what EI predicts. Some have suggested that lower EI is related to person who have negative feeling and come out with negative values. (Brackett & Mayer, 2003; Rubin, 1999; Trinidad & Johnson, 2001), whereas higher EI is related to persons who have happy and good thought about everything (Mayer et al., 1999; Rice, 1999; Salovey, Mayer, Caruso, & Lopes, 2001). Emotional Intelligence of employee is the assessment in which their job behaviour and their job performance and success leads to organizational goals (Goleman, 1998; Derman, 1999; Groves, McEnrue, & Shen, 2008). Singh (2007) was of the view that emotional intelligence supports the organization in recognizing the emotions of their own as well as those of others. It not only recognizes but also manages those emotions for the benefit of the organization. Real world should understand that emotional intelligence to change behavioral expressions (Funder, 2001). So Researchers have focused on the validity of personality with respect to behavior. We can use any hypotheses because of reasons for weak predictive validity include the use of assessments of behaviors for which reliability cannot be used, and the use of fairly behavioral criteria that are not organized according to any hypotheses (e.g., Epstein, 1979, 1983).

DATA SOURCE AND ANALYSIS

A. Data source

Two type of questionnaire is used and they are mentioned in schuttle self-report emotional intelligence and Fundamental interpersonal relation Orientation-Behavior survey. Firo-B manual instrument that measure to tell whether the employee is expressed behavior or wanted behavior. The specific design used for this research was a cross sectional design and for this measurement various individuals who work as a part of a team were considered. Various scales were used for the questionnaire such as descriptive methods and a six-point Likert scale (1 = strongly agree, 6 = strongly disagree), whereby respondents were asked to give their agreement or disagreement. The scale comprises of 33 items. They are reverse-scored. Response given in a Likert scale and a total score were derived by summing up the item responses.

B. Hypothesis

The relationship between emotional intelligence and employee's orientation behaviour employee exhibiting a behaviour toward other people in organization or wanting other people to exhibit a behaviour toward him/her

H1: There exists significant relationship between emotional intelligence and employee's expressed behavior

H2: There exists significant relationship between emotional intelligence and employee's wanted behavior

C. Analysis

Data is collected from 202 employees from different organization. The 54-item FIRO assessment for employee orientation behavior of organizations. It has three focused areas inclusion, control and affection. A single response is given below to explain it. This response has more expressed behavior than wanted behavior.

	INCLUSION	CONTROL	AFFECTIOON	TOTAL
EXPRESSED	8	8	7	23
WANTED	2	4	2	8

Each category receives a score ranging from 0 to 9. Based on your score, each section will fall into one of three categories:

- 0-2 Low
- 3-6 Medium
- 7-9 High

The Schuttle Self Report for Emotional Intelligence test (SSEIT) in 1997 uses 33 scales to measure the emotional intelligence. The SPSS program was used to carry out this analysis. Statistical models such as mean, standard deviation, variance, covariance, range, skewness and kurtosis were applied for the purpose of analysis of data. The

confidence interval was set at 95% ($p \leq 0.05$). For pragmatic purpose and significance, a cut off points were set.

Factor loadings, eigen values, communalities (h^2), percentage variance and covariance for SSEIT 33 items

SCALE	E1	E2	E3	E4	E5	E6	H2
Eigen value	6.44	2.01	1.65	1.75	1.39	1.4	0.54
17	0.64	0.09	0	-0.13	0.07	-0.16	0.49
3	0.57	-0.2	0.07	0.07	0.09	0.17	0.45
6	0.53	-0.02	-0.03	-0.02	0.28	-0.19	0.47
2	0.59	0.13	-0.08	-0.09	-0.02	0.13	0.41
23	0.47	-0.12	-0.1	0.02	-0.13	0.34	0.31
20	0.44	0.17	-0.01	-0.27	-0.11	0.04	0.37
10	0.49	-0.13	-0.27	-0.27	-0.04	0.13	0.53
29	-0.3	0.66	-0.05	-0.05	0.05	-0.07	0.49
30	0.07	0.59	-0.12	-0.12	0.11	-0.13	0.32
32	0.22	0.57	0.06	0.22	0.04	0.25	0.75
4	-0.1	0.42	0.21	-0.12	-0.02	0.05	0.42
27	0.08	0.52	-0.32	-0.08	-0.33	0.18	0.34
18	0.19	0.4	0.04	-0.34	0.07	-0.22	0.48
26	0.19	0.33	0.21	0	0.11	0	0.54
14	0.35	0	0.57	0.05	-0.05	-0.14	0.56
31	0.24	0.21	0.54	0.13	0	0.16	0.37
12	0.23	0.2	0.52	-0.32	-0.02	0.25	0.59
13	-0.08	0.27	0.5	0.01	0.03	0.07	0.42
9	0.18	-0.01	-0.09	-0.69	0.12	-0.05	0.56
8	0.03	0.08	-0.04	-0.65	-0.14	-0.02	0.44
22	0.01	0.03	-0.03	-0.64	0.12	0.27	0.53
19	0	0.12	0.04	-0.42	0.13	0.29	0.32
15	0.07	-0.12	0.46	-0.08	0.51	-0.11	0.54
5	0.01	0.06	-0.1	0.05	0.67	0.08	0.5
25	-0.03	0.13	0.2	-0.09	0.64	0.07	0.56
21	-0.09	-0.19	0.14	-0.24	-0.02	0.65	0.53
28	0.37	-0.01	0	0.2	0.07	0.55	0.52
24	0.09	0.31	-0.22	-0.01	0.2	0.51	0.46
1	0.09	0.09	-0.03	-0.18	0.33	0.29	0.4
Variance	21.2	7.4	4.3	2.8	3.3	3.9	
Total Variance							41.9

From the above table Eigen values higher than 1 is selected and then they are extracted. This gave the result of 41.9% variance. First set of values are termed as positive affect and subordinately such individual have a positive outlook. Second set are under the emotion-others who tend to understand the emotion of others. Happy emotion consists of good emotion, positive mood, happy tendency. Fourth is emotion-own is nothing but perception and understanding of one's own emotion. Non-verbal involves in understanding the emotion which

are non-verbal in nature. Finally, emotional management is controlling and directing an individual's emotion on their own.

Descriptive statistics and cronbach alpha efficient of the SSEIT

Element	Mean	SD	SKEWNESS	KURTOSIS	A
Positive affect	39.96	5.4	-0.98	1.27	0.79
Emotion Others	21.97	4.43	-0.2	0.04	0.62
Happy emotions	12.4	2.6	-0.49	0.13	0.63
Emotion Own	20.72	4.53	-0.73	0.51	0.63
Non Verbel Emotional	13.83	3.5	-0.13	-0.56	0.62
Management	15.9	3.1	-0.78	0.87	0.48

It is evident from Table 5 that the scales of measuring instruments are relatively normally distributed, with lower levels of skewness and kurtosis.

Product moment correlation coefficient between the SSEIT dimensions

DIMENSION	1	2	3	4	5
Positive affect	-	-	-	-	-
Emotion Others	0.37	-	-	-	-
Happy emotions	0.43	0.44	-	-	-
Emotion Own	0.42	0.42	0.37	-	-
Non Verbal Emotional	0.31	0.29	0.32	0.33	-
Management	0.49	0.24	0.38	0.34	0.31

If $p \leq 0.05$ then it is statistically significant to it

If $r > 0.25$ then it is statistically significant to it

If $r > 0.40$ then it is practically significant to it

- Positive Affect is significantly related to Emotion-Others, Happy Emotions, Emotions-Own, Non-verbal Emotions and Emotional Management. (medium effect)
- Emotion-Others is significantly related to Happy Emotions and Emotions-Own.(large effect)
- Happy Emotions is significantly related (medium effect) to Emotions Own, Non-verbal Emotions and Emotional Management.(large effect)
- Emotions-Own are significantly related (medium effect) to Non-verbal Emotions and Emotional Management. (medium effect)
- Non-verbal Emotions is related to Emotional Management. (medium effect)

LIMITATIONS

- This study delivered a idea but there were a few inherent limitations in this study.
- One limitation is that only job performance and job satisfaction were considered in the study.
- The reliability of data depended on the response of the employee understanding and perceptions as given in the self-reported data, which is also a limitation.

CONCLUSION

SSEIT resulted in scale item that represented a Positive Affect, Emotion-Others, Happy Emotions, Emotions-Own, Non-verbal Emotions and Emotional Management. Employee receives scores indicating low, medium, or high wanted and expressed needs for each of the six elements within the FIRO .Employee's with expressed behaviour have large effecton Positive Affect, Emotion-Others, Happy Emotions, Emotions-Own, Non-verbal Emotions and Emotional Management. And Employee's with wanted behaviour have medium effect on Positive Affect, Emotion-Others, Happy Emotions, Emotions-Own, Non-verbal Emotions and Emotional Management. So the is a relationship between employee's orientation behaviour and emotional intelligence.If this is the case, "Why emotional intelligence can't be used asan effective tool for behavior?"

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