



THE EFFECT OF EMOTIONAL INTELLIGENCE ON DEMOGRAPHIC VARIABLES OF EMPLOYEES IN SERVICE SECTOR & MANUFACTURING SECTOR ORGANIZATIONS

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Abstract: This study has been undertaken to investigate the effect of emotional intelligence on demographic variables of employees in service and manufacturing sector organizations. Although, the concept of EI may have some elements of other psychological concepts, it still retains its originality, uniqueness and creativity and act as important tool for assessing and understanding human behavior. The research paper aims at finding the effect of emotional intelligence on the organizational performance and doing the comparative study in between the employees working in service sector & manufacturing sector in West Bengal region. The study is based on primary and secondary data collected through questionnaire from various organizations in West Bengal and through published journals, print media, electronic media etc. The primary objective of study was to study the impact of emotional intelligence on demographic variables and to do the comparative analysis in between the employees of service sector and manufacturing sector.

INTRODUCTION

Emotional Intelligence (EI) must somehow combine two of the three states of mind cognition and affect, from intelligence and emotion. Emotional intelligence refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while other claim it is an inborn characteristic. A number of testing instruments have been developed to measure emotional intelligence, although the content and approach of each test varies. If a worker has high emotional intelligence, he or she is more likely to be able to express his or her emotions in a healthy way, and understand the emotions of those he or she works with, thus enhancing work relationships and performance. Emotional Intelligence is not about being soft! It is a different way of being smart - having the skill to use his or her emotions to help them make choices in the moment and have more effective control over themselves and their impact on others.

The term Emotional Intelligence is only a few years old. It originally developed during the *1970s and 80s* by the work and writings of psychologists *Howard Gardner, Peter Salovey and John Mayer*. EI first appeared in *1985* in a doctoral dissertation by *Wayne Leon Payne*, which he entitled "A Study of Emotion: Developing Emotional Intelligence." His thesis on emotional intelligence included a framework to enable people to develop emotional intelligence. Payne asserted that many of the problems in modern civilization stemmed from a suppression of emotion and that it was possible to learn to become emotionally intelligent. Later it was coined by Daniel Goleman, who wrote the pioneering book on the subject. He actually co-authored it with his wife, Tara, triggered by sitting through many frustrating business meetings with her. Emotional Intelligence then appeared in a series of academic articles authored by John D. *Mayer and Peter Salovey (1990, 1993)*. These publications generated little attention. Two years later, emotional intelligence entered the mainstream with *Daniel Goleman's (1995)* best-seller *Emotional Intelligence: Why It Can Matter More Than IQ* and subsequent articles in *USA Weekend and Time Magazine (October 2, 1995)*. More recently, Goleman's latest book, *working with Emotional Intelligence (1998)*, has caught

the attention of human resource practitioners. Although the term 'emotional intelligence' was not used, it is evident that the groundwork for the research was set in motion long before any official work on emotional intelligence.

The metamorphosis of the business organization from rational machine to dynamic and increasingly unpredictable organism has confronted the managers of the organization to transform the traditional and hierarchical structure of the organization into modern, flattened and flexible structure with interactive independent and creative processes and also be ready to face unpredictable and challenging issues, changes and dilemmas in various areas such as environmental sustainability, accountability and transparency. Rapid environmental changes are causing fundamental transformations that have a dramatic impact on organizations and creates new challenges for human resources management in general and leadership in particular. The transformations also represent a shift from traditional intelligence to new paradigm of emotional intelligence. The system of life and organizations – is fluid, dynamic, and potentially self - renewing where employees are learning to “go with the flow” to accept the inevitable changes and also to recognize such changes as a potential source of energy. These profound changes cannot meet without addressing the deepest thoughts and feelings of Indian executives. This requires the executive to open up the heart and deal with the emotions, welcoming them into the workplace to ensure success in this ever-changing industrial environment.

Traditionally, intelligence has been kept separate from emotions and emotions were considered as counterproductive and had no significance in the organizational context. Relevance was only given to academic qualification, job- related skills and intellectual abilities of the employees during the process of their recruitment, selection as well as their assessment and appraisal. It was John Mayer and Peter Salovey who coined the term called **“EMOTIONAL INTELLIGENCE”**. *The term emotional intelligence appeared by Daniel Goleman*, a science writer for the New York Times and a Harvard trained psychologist in the beginning of twenty century and became famous during the **1990's Daniel Goleman** developed the term of emotional intelligence in his book in 1995's. The book was under the title: *Why It Can Matter More Than IQ for Character, Health and Lifelong Achievement*. Daniel Goleman popularized this term in respect to the organization context in 1998. Firstly the concept attracted the attention of corporate America and later on EI is being used as a new yardstick for recruiting, developing and appraising the employees in many organizations especially in western countries. This yardstick focuses on emotion- related skills of the employees and predicts the difference between a star performer and the average performer in the organization. EI has positive impact on various walks of an individual's life like home, school, work as well as in the organization. Successful managers and policy makers not only attract, retain and motivate employees but also keep them involved in strategic and operational decision making by using their talent and intelligence aligning with the organization mission. Over the decades, the term Emotional Intelligence (EI) has emerged globally among the gurus of organizational behavior and industrial psychologists and is given due recognition by the industry. It has become one of the popular topics of discussion for the researchers, scholars, academicians and corporate executives. The concept of Emotional Intelligence is unique and is based on the emotional functioning of an individual. Although, the concept of EI may have some elements of other psychological concepts, it still retains its originality, uniqueness and creativity and act as important tool for assessing and understanding human behavior.

LITERATURE REVIEW-RESEARCH STUDIES ON EMOTIONAL INTELLIGENCE AND DEMOGRAPHIC VARIABLES

Rosenthal (1977): Along with his colleagues at Harvard discovered that people who were best at identifying other's emotions were more successful in their work as well as in their social lives. This clearly indicates that 'empathy' is an important element of EI which highly contributes to the occupational success.

Boyatzis in 1982: Conducted a classic study on over 2000 leaders, middle managers and executives, and found that 14 out of 16 competencies which separated top from average performers were emotional competencies (mentioned by Goleman in 2001). Boyatzis mentioned that managers and executives harness their personal needs and values in the service of the company's goals and objectives and become the star performers in the company and that social awareness allows reading situations objectively and also distinguishes star performers from average ones without any personal biases and distortions. Effective Relationship management ability helps to sense others reactions and to respond accordingly. Relationship Management is a significant characteristic of a star performer and a superior manager. Boyatzis also has stated that accurate Self - Awareness level of the individuals is the hallmark of their superior performance at the workplace as people who possess accurate Self Awareness level are aware of their competencies i.e self-confidence, self-assessment and emotional handling and accordingly they seek out feedback and learn from their mistakes that where they need to improve and when to work with others who have complementary strengths.

Parrott (1993): stated that people are usually motivated to seek pleasant feelings and avoid unpleasant emotions. Presence of emotional intelligence can help individuals to nurture positive affect, avoid being overwhelmed by negative affect, and to effectively cope with stress. Effective management of stress is necessary for increasing the employee's productivity and performance. It increases the employee's effectiveness and helps them in maintaining the accurate balance between the personal and professional life.

Eisenberg, (1994): Analyzed the studies done on emotional intelligence and gender and on that basis concluded that the results of some of the studies indicate significant gender differences in emotional intelligence and those of others contradict the notion. Established literature apparently suggests that men and women significantly differ in their styles of emotional intelligence and women and girls are generally considered more caring and emotionally responsive than men and boys. Significant gender a difference was found in emotional intelligence and study suggested that men and women significantly differ in their styles of emotional intelligence.

According to Holahan and Sears (1995): In a study done on more than one thousand men and women with high IQ from early childhood to retirement found that those who possess self - confidence (feature of self-awareness) during their early years were more successful in their careers. Hence it can be stated that Self Awareness is correlated with the performance of the employees.

Hein (1996): Through research study identified characteristics of the people with high score on EQ, such as clarity in thoughts and expressions, high optimism, ability to read non-verbal communication, emotional resilience, moral autonomy, and high level of self-motivation and concluded that People with high characteristics of EI revealed in the study is of high importance in the field of selling and jobs which require direct costumer interaction especially in the service sector organizations .

Goleman (1996): Found no differences were found in Emotional intelligence. for male and female managers when the overall emotional intelligence scores were compared to men and women. It could be due to biological pre - disposition, and more likely to be associated with childhood socialization and socially defined models of femininity v/s masculinity.

Bar On (1997): asserted that there are no gender differences in terms of total emotional intelligence, nevertheless, difference may be found in some emotional capacities. Women and girls are generally considered more caring and emotionally responsive than men and boys.

Steele, (1997): mention that empathy competency help in avoiding performance deficits and also allow the managers and employees to handle and manage diverse workforce.

Research by **Martinez (1997):** showed that 80% success at work depends on the emotional intelligence, while only 20% dependent on Intelligence Quotient. Rosenthal et. al, (1997) states that the best people who can identify others emotions are the people who are more successful in their work as well as in their social lives.

Mayer & Salovey (1997): Also mentions that other emotional abilities, such as perceiving and understanding emotions, also contribute indirectly to the quality of emotional experience by helping people to identify and interpret cues that inform self-regulatory action. Therefore emotional intelligence should contribute to positive affect and attitudes at work.

Goleman (1998): Conducted another study on competence models for 181 different job positions drawn from 121 organization worldwide, the models showed the profile of excellence as agreed by the management for a given job and found that 67 percent - two out of three - of the abilities regarded as essential for effective performance were emotional competencies which is a learned ability based on EI, which exists when one has reached a required level of achievement. He further argues that emotional intelligence was two times more important in contributing to excellence than intellect and expertise alone.

Kelley (1998): Found in a study done on several hundred knowledge workers that Self Awareness was the competence which was found virtually in every star performer. Self-Awareness stimulates the self confidence level of the individual which is the strong predictor of performance.

Handley (1998): States that "optimism has been shown to be one of the strongest predictors of success and employee retention in a sales environment" (cited in Geiser (2001).

McClelland (1998): In a study found that a large number of emotional competencies and only a few cognitive competencies show up the segmentation in the workforce between high performers and average performers. Mc Clelland (1998), conducted a study in a large beverage firm and found that 50 per cent of its division presidents who are hired through standard methods left the organization within two years, mostly because of poor performance and when the selection was based on emotional competencies such as initiative, self-confidence, and leadership, employee turnover reduced to 6 % in two years. Also the executives selected on the basis of emotional competencies were far more likely to perform in the top third based on salary bonuses for performance of the divisions they led: 87

percent were in the top third. Also, division leaders with these competencies outperformed their targets by 15 to 20 percent, while those who lacked them underperformed by almost 20 percent.

Martinez-Pons (1997) and Schutte et al. (1998): Described that higher emotional intelligence is related to less bad and unpleasant moods and higher optimism. There is a positive relation between emotional intelligence and optimistic behavior and negative relation between emotional intelligence and depressed mood.

Heraty and Morley, (1998): Stated that 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.

Nabi, (1999): Researched and found that factors such as educational level, work experience, age and gender to affect perceived job success. The findings were similar to the findings of studies done by (Aryee, Wyatt and Stone, 1996) and (Judge et al., 1995).

Johnson and Indvik (1999): Stated that a person with high emotional intelligence (EI) has the ability to understand and relate to people. The emotional intelligence considered to have greater impact on individual and group performance than traditional measures of intelligence such as IQ and presence of emotional intelligence there increased employee cooperation, increased motivation, increased productivity, and increased profits.

Mayer et al., (1999): Found that women are more likely to score higher on measures of emotional intelligence than men, both in professional and personal settings (Mayer & Geher) have found the same results of the study they have conducted in 1996.

Bachman, Stein, Campbell and Sitarenios, (2000): Suggested that higher levels of emotional intelligence of accounts officers' results in an increase in their cash goal attainment.

Bagshaw (2000) as cited in Hayward (2005): Said that absenteeism and apathy in the individuals is caused by negative emotions such as fear, anxiety, anger and hostility, use of much of the individual's energy, and lower morale. The emotions can give a variety of impact on everything that people do. Additionally, emotions can cause an increase in the morale of employees, but the emotion can also be destructive to the employee because the bad emotions like fear, anger, anxiety, and hostility to spend a lot of individual energy, and cause low morale, and this leads to absenteeism and apathy as well as adverse effects on a person. In order to become an effective employee emotions should be managed properly. Research studies done on the success and performance in organizational contexts, have shown the effects of emotional intelligence on success and achievement in the context of the organization.

Petrides and Furrman (2000): Conducted a study and the findings show that males' self-estimates were higher than females.

Book and Stein (2000) as cited in Geiser (2001): Stated that an experiment was conducted by "American Express" with a group of sales people by putting them through a 20-hour training program on one aspect of emotional intelligence, coping skills. A control group, who was not provided with this extra training, was also maintained and monitored in order to study the comparative effect of training. A comparative analysis done between these two groups after six months found that the trained group outperformed the control group by 10 per cent, adding significantly to the American Express bottom line.

Jenny Geiser (2001): Conducted a study at Ohio University among a sample of 57 sales executives representing two public and one private company, and stated that high achieving sales professionals have significantly higher EI Scores than low achieving sales professionals. A noticeable difference between the high achieving sales people and underperforming sales people was found and the study concluded that the Emotional Intelligence was a significant determinant of sales success and the five factors that most set the two groups apart were, in order, Impulse control (0.91 difference), assertiveness (0.88 difference), emotional self-awareness (0.87 difference), Self-regard (0.87 difference) and happiness (0.86).

Slaski, Cartwright, (2002); Nikolau, Tsaosis, (2002) : Slaski Cartwright conducted the study on 320 middle managers working in a major United Kingdom and Nikolau Tsaosis conducted the study on 212 professionals from a mental health institution in Greece. Similar study was also conducted by Gillespie et al., (2001) also conducted a study on 178 academic and general staff in 15 Australian universities and findings from the study survey shows that properly controlled physiological and psychological stresses had increased employee capabilities to manage (understand, use and regulate) their emotions and other employee emotions in implementing job. As a result, it may lead to higher job performance (Gillespie et al., 2001, Slaski, Cartwright, 2002).

Ahmad (2002) : Examined that the employees with a high EQ can confidently participate in decision making, as they are better connected with themselves, environment, and also because they act the way they should.

Katherine Hawes Connolly (2002): Conducted a survey on a group of nurses and business executives. They were asked to identify desirable management traits and they identified professional and personal characteristics that were very much related and resembled with the factors of EI. The findings of the survey confirm that emotional intelligence is more worthy than education level or past managerial experience. 60% of the business executives admitted to remove someone from the management position because of lacking emotional intelligence.

Slaski and Cartwright (2002) : Conducted the study and found that gender differences were not found in overall EI, but there were significant differences on some of the subscales. These may be attributed to differences in socialization experiences between the genders. For instance, on the self-regard subscale, males scored significantly higher than females.

Skoe, Cumberland, Eisenberg, Hansen and Perry (2002) : Done an interesting study on the influences of sex and gender-role identity on moral cognition to provide more insight into the variables in question. It was found that women and men higher in femininity showed more empathic concern for others. It should be noted that empathy is highly related to EI, suggesting 50 significant relationships between EI and gender role. The results also revealed that androgynous persons reported more helpful behaviors than did all others. Therefore, the study suggests that gender role identity may interact with emotional skills.

Rozell, Pettijohn, and Parker, (2002) : Found relationship between emotional intelligence and CGPA of undergraduate students of Mid-Western University.

Zurbriggen & Sturman (2002) : Studied and examined the relationship between emotional intelligence and motivation and found that emotional intelligence plays an important role in motivation, self – regulation and variety of achievement behavior by the individuals. Frijda (1994), also observed the same findings of the study done before based on emotional intelligence and motivation.

Slaski and Cartwright (2002) : Investigated the relationship between measures of emotional quotient, subjective stress, distress, general health, and morale, quality of working life and management performance of a group of retail managers. Significant correlations in the expected direction were found, indicating that managers who scored higher in emotional quotient suffered less subjective stress, experienced better health and well-being, and demonstrated better management performance.

Wong and Law (2002) : Performed a study on a recruitment firm on 94 members has concluded that those who are active in providing emotional help to others in the workplace tended to possess a combination of managerial responsibility and a high self-monitoring or high positive affectivity disposition and in contrast, when members were low in positive affect of self-monitoring they provided less emotional help to others, irrespective of the level of managerial responsibility. These interaction results remained significant after taking into account centrality in friendship and workflow networks, as well as significant effects of gender. Research further stated that women are slightly superior to men in perceiving emotions and possess greater abilities in social and emotional intelligence, greater doubt about feelings and decisions, and less emphasis on the intellect. The study is congruent to the previous studies done by Mayer and Geher, (1996) Joseph et-al, (2000.)

Dulewicz et.al., (2003) : Also found a strong negative correlation between Emotional intelligence of managers' with stress and distress at work.

Grover (2003) : Explained that self-awareness helps managers to take decisions and see gaps in their management skills, which endorse skills development. But self-awareness also helps managers find situations in which they will be most effective, assists with spontaneous decision making, and aids stress management and motivation of oneself and others.

Ashkanasy and Dasborough (2003) : Investigated managers and university students (as future managers) and found that, for both generations, the levels of emotional intelligence show a relationship between individual and organizational performance.

Mandell and Pherwani (2003) : Revealed that where females resulted in having higher overall E.I. scores than men, the authors emphasized that "it is possible that women as compared to men scored high on certain components (for example empathy and social skills) and low on certain other components (for example, motivation and self-regulation). Mandell and Pherwani (2003) found a significant difference in EI scores of male and female manager in the study of relationship between emotional intelligence and transformational leadership style.

Brackett & Mayer (2003) : Found that females scored higher than males on E.I. but these gender based difference of emotional intelligence were not observed on self-report measures. Perhaps gender differences exist in emotional intelligence only when one defines E.I. in a purely cognitive manner rather than through a mixed perspective. It could also be the case that gender differences do exist but measurement artifacts such as over-estimation of ability on the part of males are more likely to occur with self-report measures.

Constantine (2003) : Tested a model of emotional intelligence and a measure of sales performance in an exploratory study done on one hundred twenty-eight adult sales professionals working in the personal home products industry. The major finding of the study revealed that emotional intelligence is positively related to sales performance. Moreover, the findings also showed that the emotional intelligence of high performing sales professionals was significantly different from the emotional intelligence of low performing sales professionals. Age, formal education, professional experience, and ethnicity did not moderate the relationship between emotional intelligence and sales performance. The findings suggest that emotional intelligence theories and competencies can provide valuable sales success when viewed from a global perspective.

A meta – analytical study done by Rooy and Viswesvaran, (2004) : Shows that emotional intelligence measures have an operational validity of 0.24, 0.10 and 0.24 for predicting performance in employment, academic and life settings respectively. Meta-analysis conducted by them indicated that higher emotional intelligence was strongly associated with better job performance. They mentioned that Emotional Intelligence is an important predictor of key organizational outcomes including job satisfaction.

Cote and Miners, (2006) : Conducted a study on 175 managerial, administrative, and professional full-time employees of a large public university and found that cognitive intelligence has moderate association between emotional intelligence and job performance. He mentioned the relative importance of EI and stated that cognitive ability may depend on the cognitive complexity of the job being performed. Almost in all the work settings, individuals have to work in group to accomplish the given task by cooperating each other. Emotional intelligence may be especially important in the service sector and in all the other nature of jobs where employees have to directly interact with costumers. Emotional intelligence is a stronger predictor of job performance and Organizational Citizenship Behavior directed at the Organization as cognitive intelligence decreased. Results suggested that using cognitive intelligence tests alone to predict job performance entails risk, because employees with low cognitive intelligence can perform effectively if they have high emotional intelligence. Emotional intelligence is the crucial factor in the context of individual behavior within the organizational context.

Suliman and Al- sheikh, (2007) : Reported that Employees who score high scores on EI have high level of readiness to take responsibilities and to do work. They are more creative and innovative in doing their work and tend to report lower levels of intra individual conflict.

Jennings and Palmer (2007) : Examined front line sales managers and sales representatives of a pharmaceutical company in Australia through a six-month learning and development program on emotional intelligence designed to enhance their sales performance. The emotional intelligence and sales revenue of participants were measured before and after the program and compared to that of a control group. The emotional intelligence of the participants measured was found to improve by a mean of 18% while the control group decreased by 4%. In addition, the total sales..

Adeyemo (2008) : Found a significantly higher emotional intelligence in female workers in different organizations than their male counterparts.

Balci-Celik and Deniz (2008) : conducted a study on the difference in the EI levels of Turkish scouts and scouts from other countries with regard to age and gender. They found no gender difference in emotional intelligence, neither there was any difference in emotional intelligence regarding age.

Khokhar and Kush (2009) : In their study explained the performance of executives of BHEL (Haridwar) and THDC (Rishikesh) of Uttarakhand State (India) were selected who were working on different levels of management and provided a link between emotional intelligence and effective work performance. 20 Male executives (out of 200) within the age range of 40 to 55 yrs from both organizations were selected . The findings of the study revealed that executives having higher emotional intelligence showed better quality of work performance as compared to their counterparts. Thus emotional intelligence can be found to be related with overall effectiveness of employees.

Kavita Singh (2010) : Examined in her study the relationship between emotional intelligence of the executives in Indian business organizations with their personal competencies and found that emotional intelligence is significantly related with the personal competencies of the employees namely people success, system success and self success. However study also states that task success one of the personal competency of individuals does not have a strong association with emotional intelligence and could be more of a factor of cognitive intelligence rather than emotional intelligence. EI researchers also have alleged that workplace outcomes result when workers have high EI.

Clarke (2010) : By using a pre/ posttest research design specifically in relation to project management field studied the effect of training on a sample of project managers in the UK to identify whether changes in their emotional intelligence effect their competencies and found the positive effects in the emotional stability, understanding emotions as well as in their competency level.

OBJECTIVES OF THE STUDY

The paper aims at finding the effect of emotional intelligence on the organizational performance and doing the comparative study in between the employees working in service sector & manufacturing sector in West Bengal region. The study is based on primary and secondary data collected through questionnaire from various organizations in West Bengal and through published journals, print media, electronic media etc. The primary objective of study was to study the impact of emotional intelligence on demographic variables and to do the comparative in between the employees of service sector and manufacturing sector. Other specific objectives of the study are mentioned below:

- 1 To know the interaction effect between demographic variables of employees and nature of organization (Service) on their Emotional Intelligence level.
- 2 To know the interaction effect between demographic variable of employees and nature of organization (Service and manufacturing) Performance on their Effectiveness.

HYPOTHESIS OF THE STUDY

To give proper direction to the study in light of the objectives, following hypothesis have been formulated for the study. These objectives are stated for five facets of Likert,s scaling and tested as 5% level of significance.

1. There is significance effect of emotional intelligence on demographic variables of the employees of manufacturing and service sector.
2. Gender of employees and nature of organization has a significant interaction effect on Employee Effectiveness.

RESEARCH METHODOLOGY

This chapter presents the research methodology used in the study in relation to the research design and the data collection process. The statistical package for the social sciences (SPSS) version 16.0 was used for the analysis of the collected survey data.

This chapter includes a discussion on the research design of the study, variables of the study, sampling unit, sample size, and the sampling procedure used in the study and the tools used for the data collection, the validity and reliability of the tools used and the statistical and inferential tools used for the analysis of the data for deriving the results of the study.

SAMPLING METHOD

Population of study

The population of study comprises of the employees of service sector in West Bengal region.

Sampling Unit

The Sampling Unit for the study comprises the employees working on top, middle and lower level management positions in the organizations of service sector in West Bengal region.

Sample Size

The total sample size of the study was 502 respondents working in various service sectors. Total 540 questionnaires were distributed out of which 502 questionnaires returned were completely filled by the respondents. 38 questionnaires left were not included in the study due to incompleteness and some of them were even not returned by the respondents.

Period of sampling

Primary Data was collected in the time period of April 2017 to Dec 2018 for study purpose.

Sampling Technique

Two levels of sampling techniques were used for the study which is mentioned below:

- 1) Stratified sampling technique was done at two levels firstly the total population was divided into two strata. First strata constitute the employees of service sector. Further sub stratification was done and three sub strata was formed which constitutes the employees working on top, middle and lower levels of management in various service sectors
- 2) Purposive or Convenience sampling was further used to select the respondents from the formed strata to constitute the sample for the study.

SOURCES OF DATA COLLECTION

The data collection method used in the study involves the use of both primary and secondary data. Primary data are those which are collected fresh for the first time and happens to be original in nature and also have not be statistically analyzed or treated before. While secondary data is the data which is already been collected and statistically treated and processed by some other researcher and is available in published or unpublished forms for the research purpose. In case of primary data the original data has to be collected which can be expensive as well as time consuming. However primary data is most significant data of the research and in case of descriptive research it may be collected through various sources like through interviews, questionnaire and schedule method, and observation method or through conducting surveys.

Measures

Both the questionnaire used as the study tool were prepared on the format of five point Likert scale whereby following degrees of responses to each statement was given :

1 = Strongly Disagree

2= Disagree

3= Neither Agree nor Disagree

4= Agree

5= Strongly Agree

VALIDITY AND RELIABILITY OF THE TOOLS

A Pilot study was done for the questionnaire among 69 employees working in service sector to determine whether the questions asked were easily understood by the employees and also to make necessary corrections at this stage in the questionnaire by removing certain ambiguous or incomplete items which were not understood by the respondents to make the questionnaire more clear, complete and reliable for the study. It is very necessary for any researcher to do the reliability and validity test. Reliability of variables under the study was estimated by ALPHA model in the SPSS software.

Cronbach's Coefficient Alpha : According to Sekaran (2003), the reliability of the questionnaire depends on how well it is able to consistently measure the facts that which it is supposed to measure. Thus, consistency in this aspect relates to the extent to which different items are able to measure a particular concept and form a coherent set. Cronbach coefficient alpha is a popular reliability test used for the purpose of establishing the internal consistency of a questionnaire consisting of a multi – item measurement scale. The Cronbach alpha method determines the inter – item correlation among the items measuring the construct. In attempt to establish the internal consistency of the questionnaire, Cronbach's Coefficient alpha can be used with both dichotomous items as well as multi point's item. It is not only able to measure a single split of the total test, but rather is able to evaluate the extent to which all possible splits are able to measure the same thing.

RELIABILITY STATISTICS FOR THE SCALES ADOPTED FOR THE STUDY

Construct measure	Number of items	Cronbach's value
Self - awareness	6	.752
Self - management	9	.777
Social awareness	5	.710
Relationship management	7	.819
Overall emotional intelligence	27	.894
Employee effectiveness	31	.913

The cronbach alpha method adopted to check the reliability of all the six constructs namely self-awareness, self-management, social awareness, relationship management, overall emotional intelligence and employee effectiveness which make up the research instrument. Table above shows the cronbach alpha values of all the constructs viz, self-awareness, self-management, social awareness, relationship management, overall emotional intelligence and employee effectiveness which were found above 0.7. It indicates that the scales used were reliable

Validity of the items was checked as the items of the scale used for the study were adopted from the scale used earlier in research studies. However the validity of the scale was checked with the help of the subject experts from the field. The reliability table is stated above shows that the objects which are mentioned in the questionnaire are reliable.

TEST OF NORMALITY

Normality of data was checked with the help of Shapiro- wilk test and with the help of Kolmogorov- Smirnov test found normal in both of the tests. Results of test is given in following table.

	TEST OF NORMALITY OF DATA					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EmotionalIntelligence	.035	502	.200*	.995	502	.083

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance.

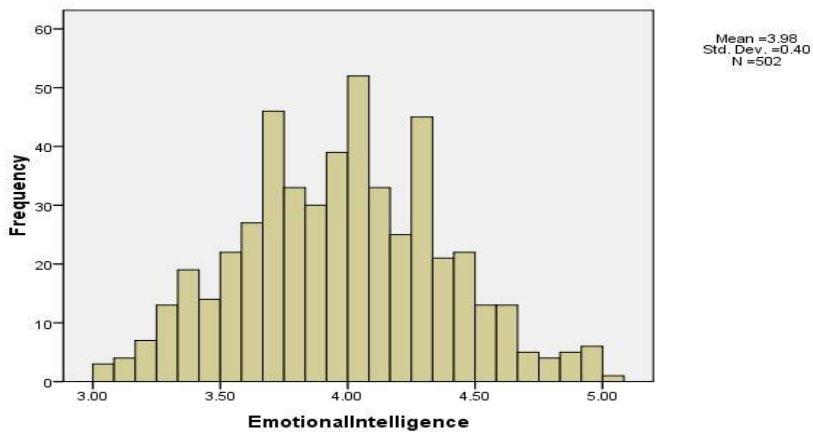
TABLES OF NORMALITY

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
EmotionalIntelligence	502	100.0%	0	.0%	502	100.0%

Descriptives

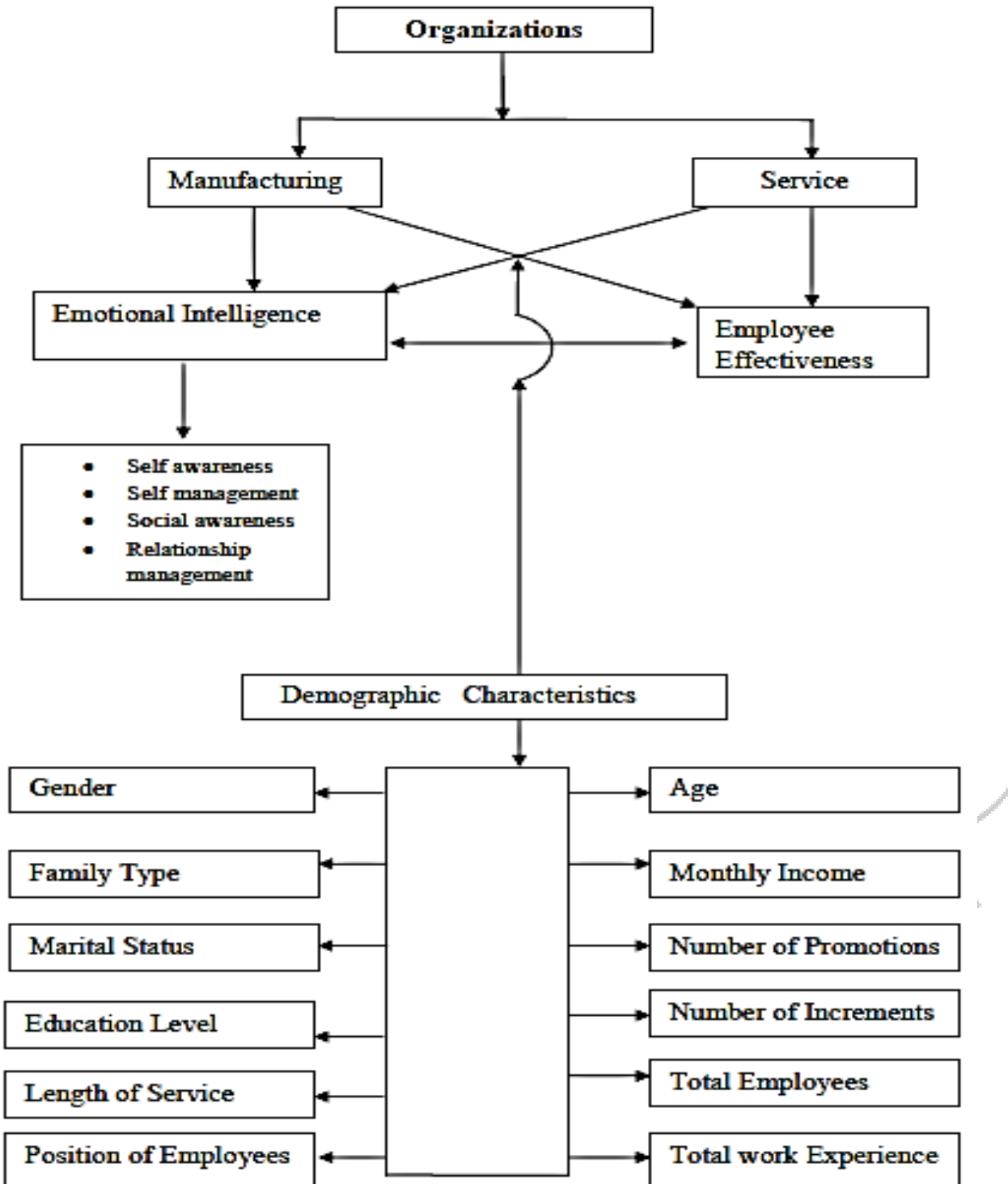
	Statistic	Std. Error
EmotionalIntelligence Mean	3.9773	.01786
95% Confidence Interval for Mean	Lower Bound: 3.9423 Upper Bound: 4.0124	
5% Trimmed Mean	3.9741	
Median	3.9630	
Variance	.160	
Std. Deviation	.40013	
Minimum	3.00	
Maximum	5.00	
Range	2.00	
Interquartile Range	.56	
Skewness	.090	.109
Kurtosis	-.357	.218

Histogram



CONCEPTUAL FRAMEWORK MODEL

Conceptualized by the researcher

**STATISTICAL TOOLS FOR DATA ANALYSIS****Tools for testing hypothesis**

For the research purpose various descriptive statistical tools like Frequency distribution, Mean, Standard Deviation and Inferential statistical tools like Reliability test, t – test, Correlation analysis, Regression analysis, Two way Analysis of Variance (ANOVA), and Chi- Square test were performed for analysis of the data for finding out the result at 5% level of significance.

t-test was used for testing the hypothesis

Regression test was applied to test hypothesis

Karl pearson Correlation analysis was done to check the hypothesis

Two ways Anova (Analysis of variance) was applied for testing hypothesis

Chi – square test was used for testing hypothesis

RESULTS AND DISCUSSION

In previous chapter the research design, method of the data collection and statistical techniques and tools which have to be used in the study were discussed and defined. The present chapter provides statistics of the data collected, analyzed and also interpret the results derived from it to test the research hypothesis. After the data had been collected, it was processed tabulated using Microsoft Excel – 2003 Software and was further statistically analyzed in SPSS version 16.0 statistical software to obtain the results. The analysis undertakes the research problem being sub divided into different hypothesis which are tested and worked out by following statistical techniques like mean, standard deviation, t-test, Pearson's Correlation, Regression, Two way ANOVA (Analysis of variance) and chi square test. The purpose of the study was to find out the effect of emotional intelligence and its dimensions on the effectiveness of the employees and to do the comparative study between the employees working in manufacturing and service sector.

RESPONDENTS PROFILE

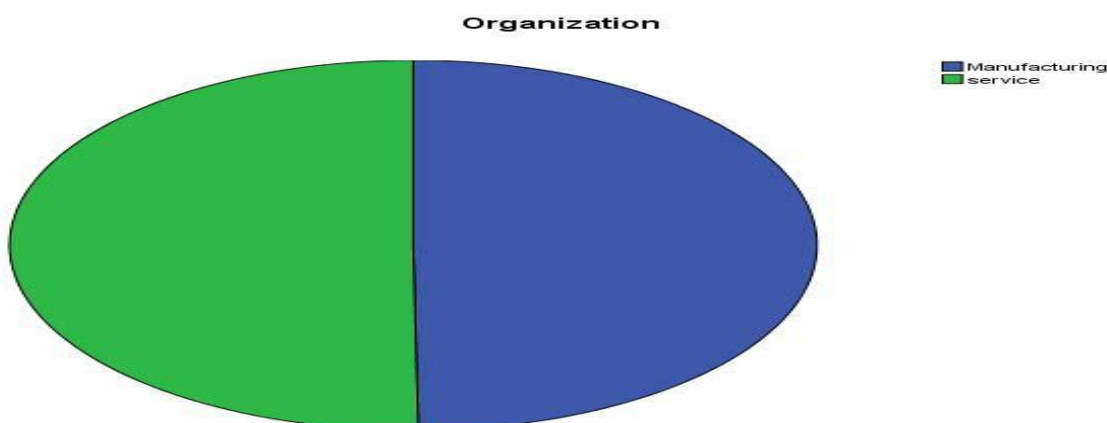
Total 540 questionnaires were distributed out of which 502 questionnaires returned were completely filled by the respondents and response rate was found to be 92.9 %. 38 questionnaires left were not included in the study due to incompleteness and some of them were even not returned by the respondents. So the total sample size of the study was 502 respondents working in various service and allied sector.

ORGANIZATION PROFILE OF RESPONDENTS

Sector	Frequency	Percent
Service and Allied	250	49.8
service	252	50.2
Total	502	100.0

Indicates that out of 502 respondents 49.8% of respondents belong service and allied sector and 50.2% of the respondents belong to service sector. A small difference exists in between the no. of respondents from service and allied sector. The pie chart below indicates the total no. of employees belonging to service and allied sector.

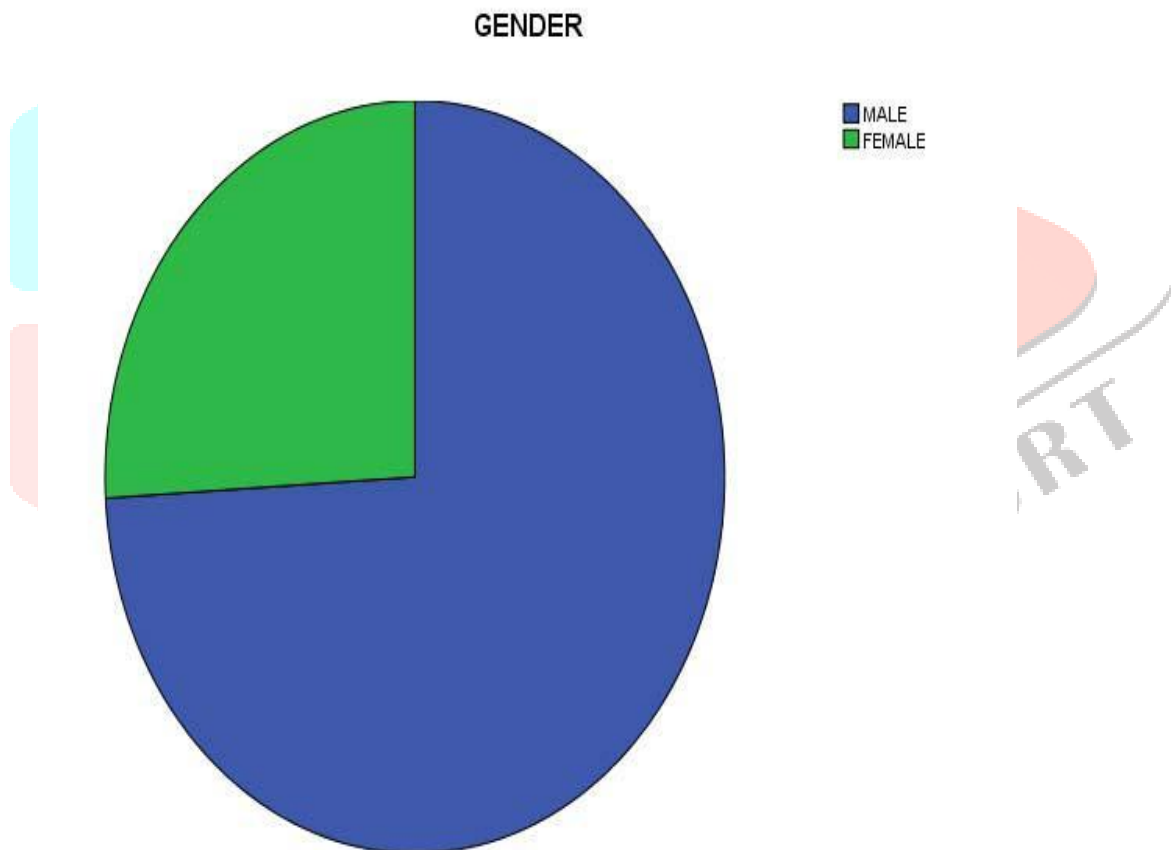
PIE CHART INDICATING ORGANIZATION PROFILE OF RESPONDENTS



GENDER PROFILE OF RESPONDENTS

Gender	Frequency	<u>Percent</u>
Male	372	74.1
Female	130	25.9
Total	502	100.0

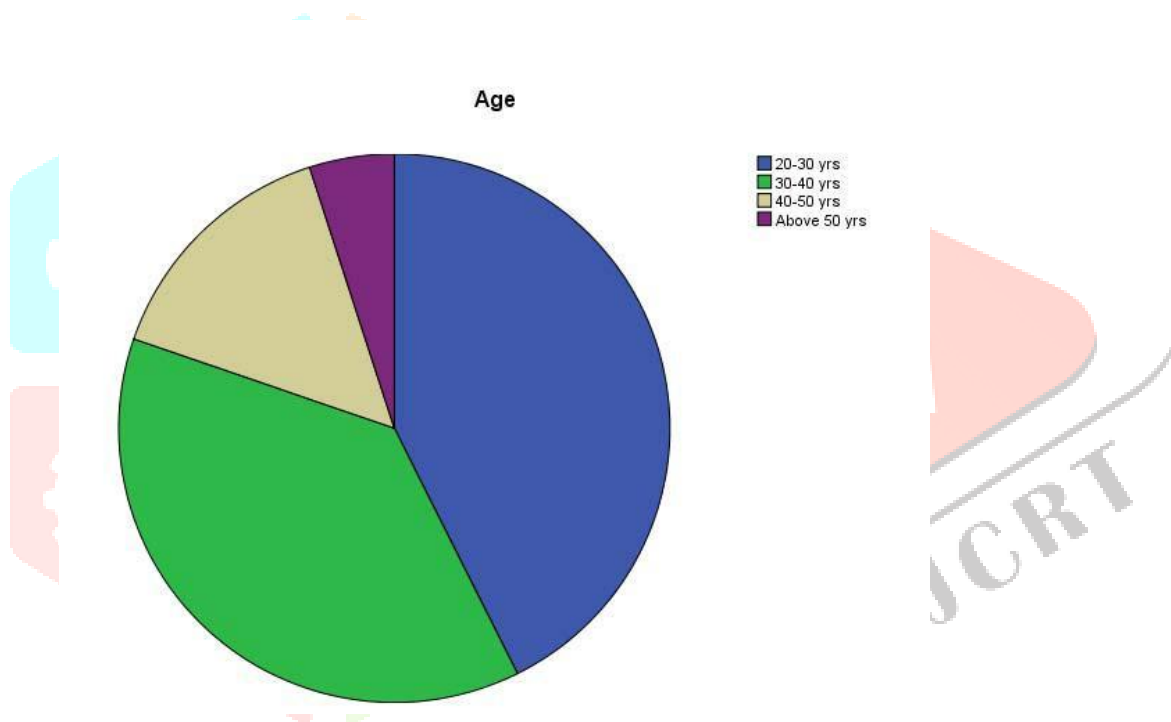
Mentions that 74.1% of the total no. of respondents was males and 25.9% of the respondents were females working in various manufacturing and service sector.

PIE CHART INDICATING THE GENDER PROFILE OF RESPONDENTS

AGE PROFILE OF RESPONDENTS

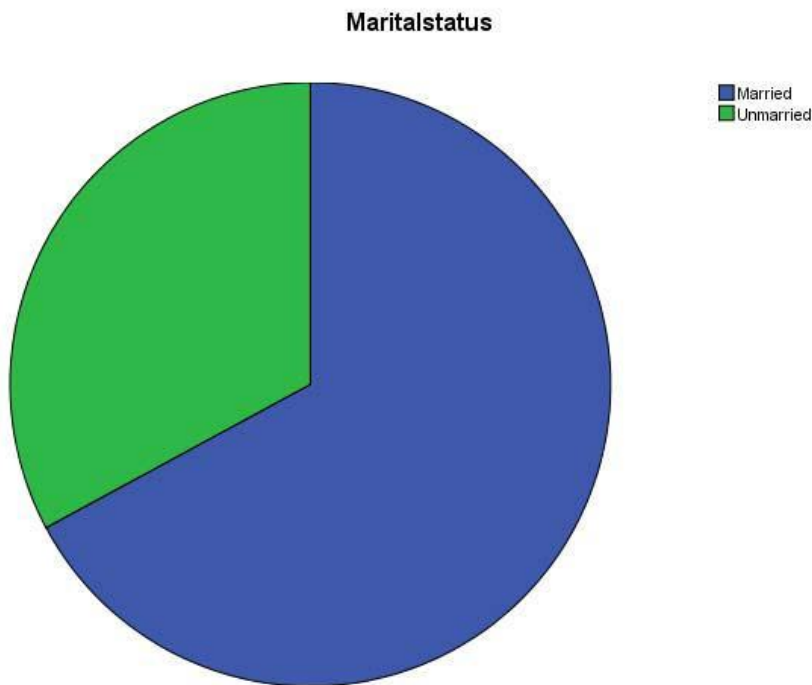
Age	Frequency	Percent
20-30 yrs	214	42.6
30-40 yrs	189	37.6
40-50 yrs	74	14.7
Above 50 yrs	25	5.0
Total	502	100.0

As per out of total 502 respondents 42.6% of the respondents belongs to the age group of 20 to30 years, 37.6% were between the age group of 30 to 40 years followed by 14.7% and 5% of the respondents belonging to the age group of 40 to50 years and above 50 years.

PIE CHART INDICATING AGE PROFILE**MARITAL STATUS PROFILE OF RESPONDENTS**

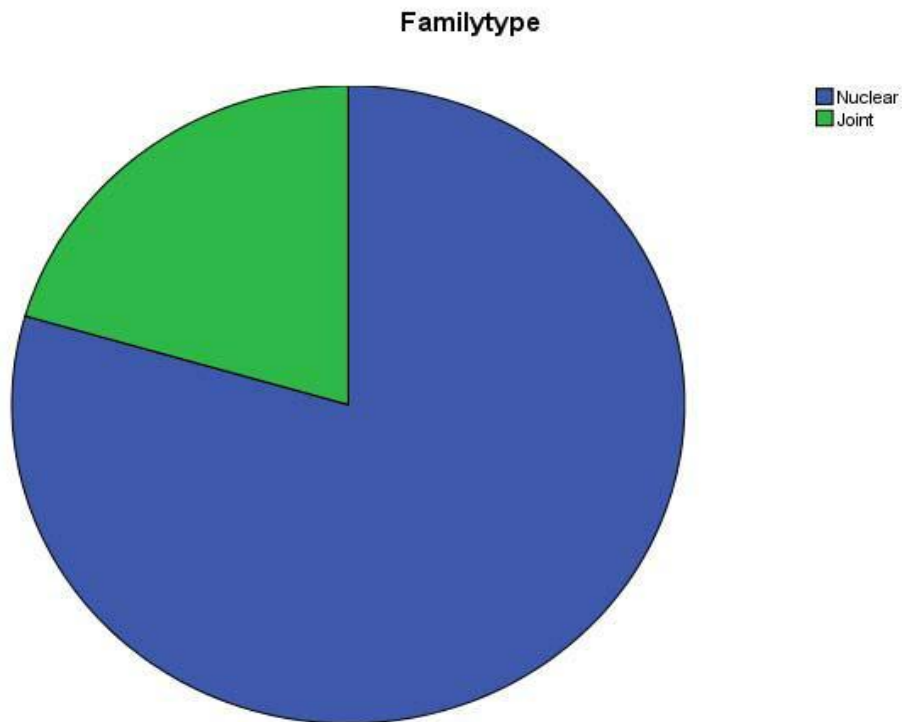
Marital status	Frequency	Percent
Married	337	67.1
Unmarried	165	32.9
Total	502	100.0

Shows the marital status of the respondents which states that out of total no. of 502 respondents 67.1% of respondents were married and 32.9% were unmarried. Majority of the respondents were married working in various manufacturing and service sectors.

PIE CHART INDICATING MARITAL STATUS OF RESPONDENTS**FAMILY NATURE PROFILE OF RESPONDENTS**

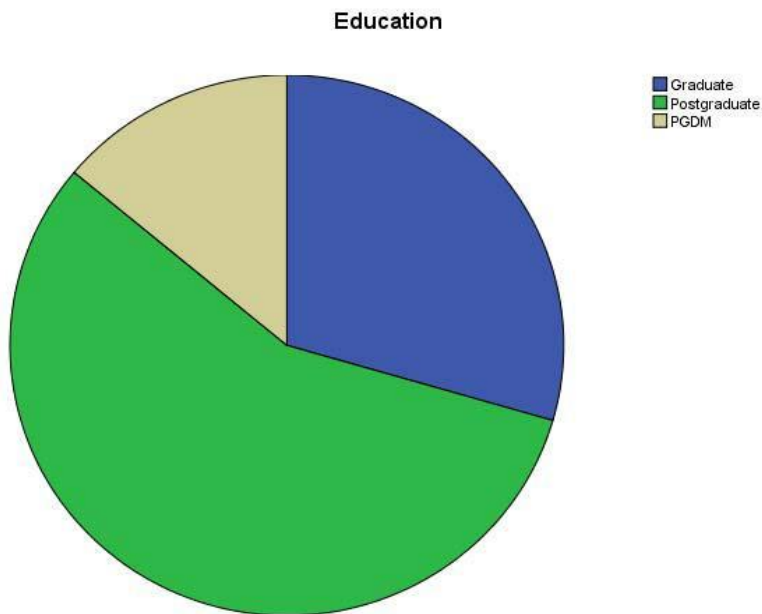
Family	Frequency	Percent
Nuclear	399	79.5
Joint	103	20.5
Total	502	100.0

Shows the nature of family to which respondents belongs. Table indicates 79.5% of the respondents belong to nuclear family type where as 20.5 % of the respondents belongs to joint family type.

PIE CHART INDICATING THE FAMILY NATURE OF RESPONDENTS**EDUCATION PROFILE OF THE RESPONDENTS**

Education	Frequency	Percent
Graduate	148	29.5
Postgraduate	284	56.6
PGDM	70	13.9
Total	502	100.0

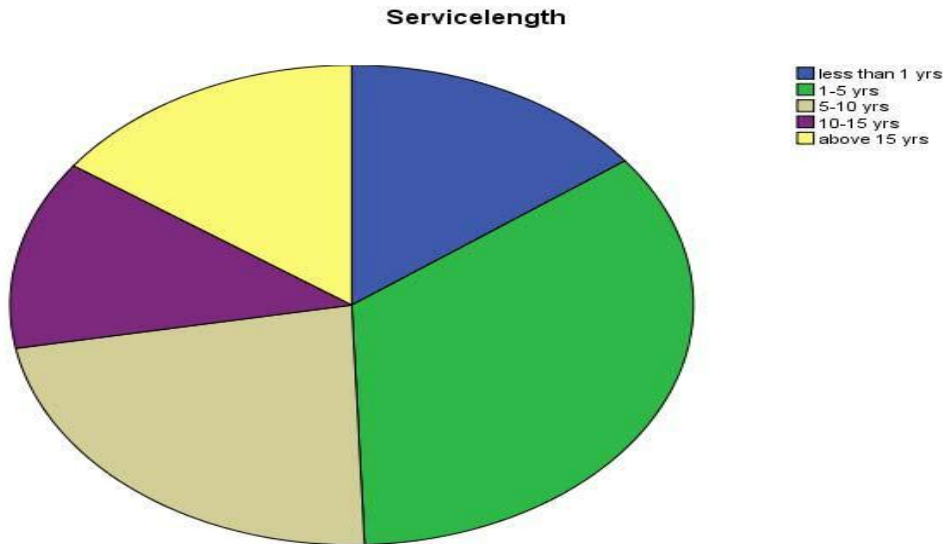
Exhibits that majority of respondents hold post graduate degree. 56.6% of respondents are post graduates followed by 29.5% of the respondents who are graduates and 13.9% respondents who hold post graduate diploma in Management (PGDM). Majority of respondents were post graduate.

PIE CHART INDICATING THE EDUCATION PROFILE OF RESPONDENTS**SERVICE LENGTH PROFILE OF RESPONDENTS**

Service length	Frequency	Percent
Less than 1 yrs	74	14.7
1-5 yrs	174	34.7
5-10 yrs	114	22.7
10-15 yrs	64	12.7
above 15 yrs	76	15.1
Total	502	100.0

Indicates that 34.7% of the respondents were working in the organization for the period of 1 to 5 years, 22.7% of the respondents were with the organization for the period of 5 to 10 years, 15.1% of respondents were with the organization for the time period of above 15 years followed 14.7% and 12.7% of the respondents who had their length of service for the time period of 10 to 15 years and less than 1 years respectively.

PIE CHART INDICATING SERVICE LENGTH OF RESPONDENTS

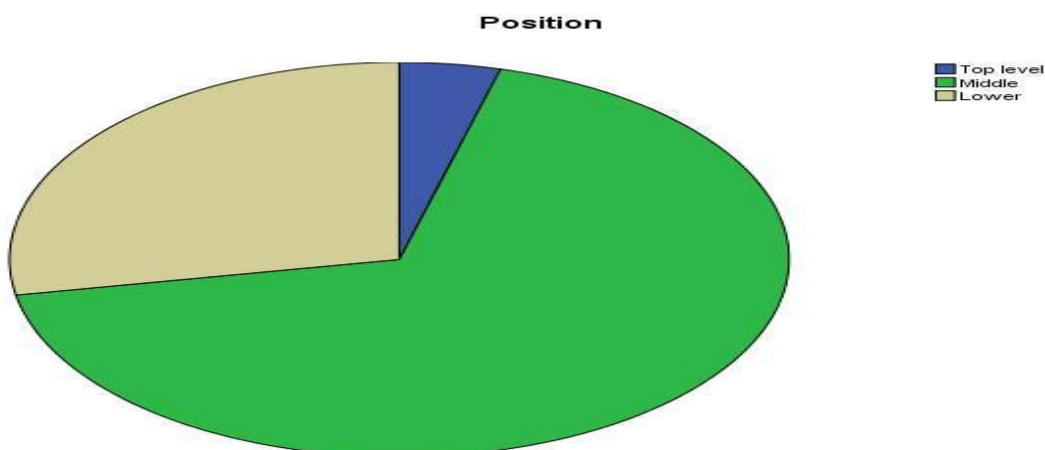


PROFILE OF LEVEL OF MANAGEMENT POSITION OF RESPONDENTS

Position	Frequency	Percent
Top level	21	4.2
Middle	341	67.9
lower	140	27.9
Total	502	100.0

Indicates that 27.9% of the respondents were working on lower level or entry level management like fresher working as junior executives in various departments, clerks supervisors and front and back office executives office executives like receptionist, typists etc. 67.9% of the respondents were working at the middle level management holding positions like senior executives, assistant managers, area managers, senior managers, chartered accountants, company secretaries, legal advisors etc where as 4.2% of the respondents were belonging to the top management in their organization level as the vice presidents, deputy general manager, departments heads, regional head etc.

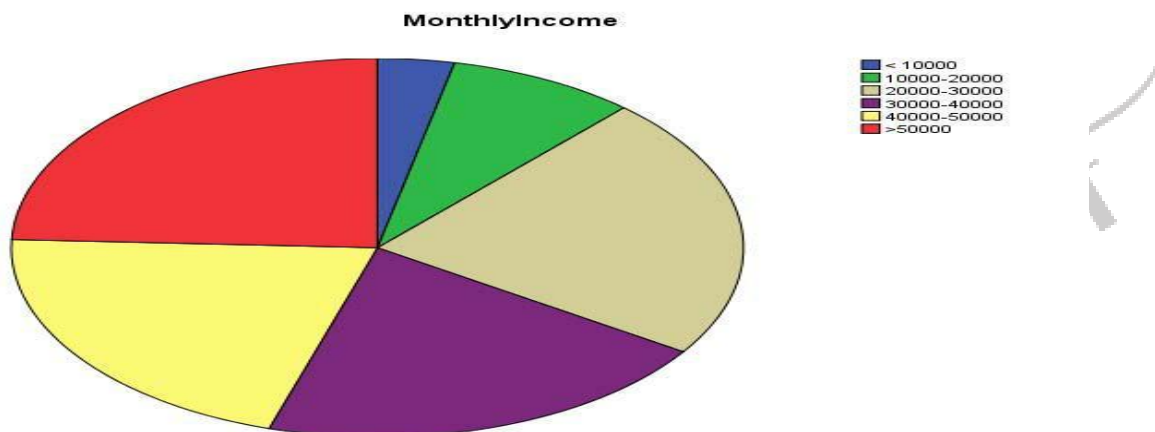
PIE CHART INDICATING THE LEVEL OF MANAGEMENT OF RESPONDENTS



INCOME PROFILE OF RESPONDENTS

	Income	Frequency	Percent
Valid	< 10000	17	3.4
	10000-20000	42	8.4
	20000-30000	113	22.5
	30000-40000	103	20.5
	40000-50000	105	20.9
	>50000	122	24.3
	Total	502	100.0

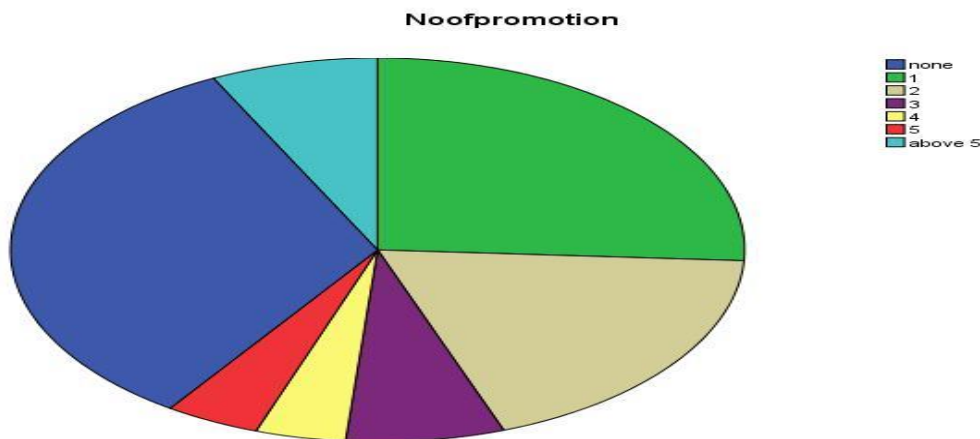
According to table, 24.3% of the respondents had the monthly income above Rs. 50000. 22.5% of the respondents had the monthly income ranging between Rs 20000 to 30000. 20.9% of the respondents had the monthly income ranging between Rs. 40000 to 50000 whereas 20.5% of the respondents had their monthly income in the range of Rs. 30000 to 40000 followed by 3.4% and 8.4% of the respondents who had their income in the range of Rs 10000 to 20000 and less than Rs. 10000 respectively.

PIE CHART INDICATING THE INCOME PROFILE OF THE RESPONDENT**PROMOTION PROFILE OF RESPONDENTS**

Promotion	Frequency	Percent
None	166	33.1
1	130	25.9
2	93	18.5
3	35	7.0
4	20	4.0
5	21	4.2
above 5	37	7.4
Total	502	100.0

Indicates the no. of promotion respondents had received in their respective organizations. 33.1% of the respondents had not received any promotion whereas 25.9% of the respondents had received 1 promotion, 18.5% of the respondents have received 2 promotions, 7.4% of the respondents had received more than 5 promotions and 7% of the respondents had received 3 promotions. 4.2% and 4% of the respondents had received 5 and 4 promotions in their respective organization.

PIE CHART INDICATING PROMOTION PROFILE OF RESPONDENTS

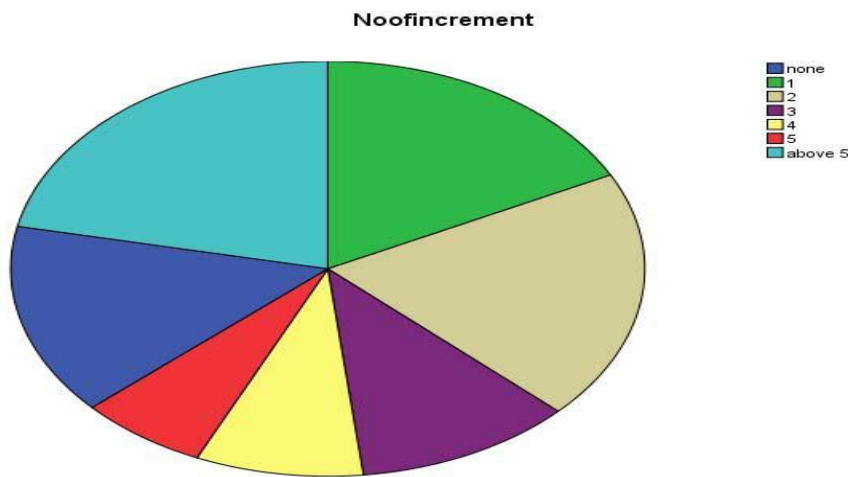


SALARY INCREMENT PROFILE OF RESPONDENTS

Salary	Frequency	Percent
None	75	14.9
1	88	17.5
2	98	19.5
3	56	11.2
4	43	8.6
5	33	6.6
Above 5	109	21.7
Total	502	100.0

Above shows the no. of salary increments respondents had received in their respective organizations. Out of the total no. of respondents 21.7% of the respondents had received more than 5 salary increments whereas 19.5% of the respondents had received 2 salary increments followed by 17.5% , 11.2% , 8.6% and 6.6% of the respondents who had received 1, 3, 4 and 5 salary increments respectively. 14.9% of the respondents had not received any salary increments in their respective organization.

PIE CHART INDICATING INCREMENT PROFILE OF RESPONDENTS

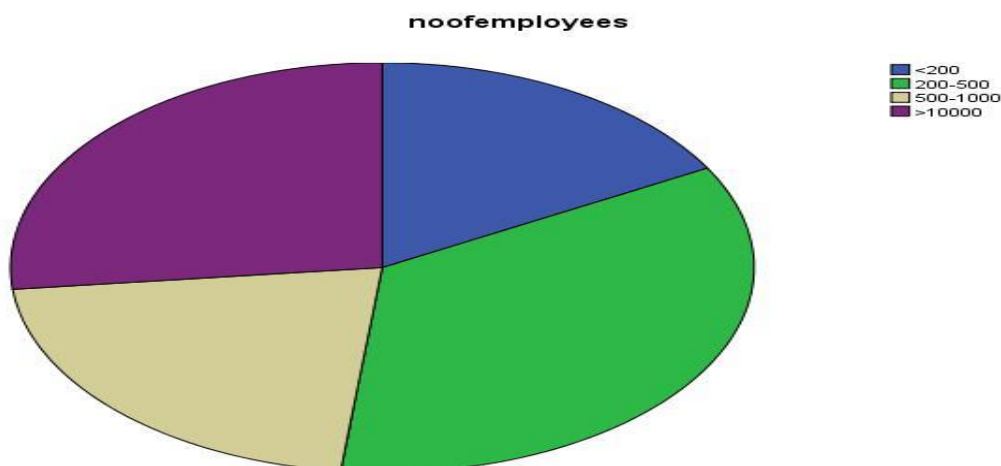


PROFILE OF TOTAL NUMBER OF EMPLOYEES IN RESPONDENTS ORGANIZATION

Total no.employees	Frequency	Percent
<200	85	16.9
200-500	175	34.9
500-1000	108	21.5
>1000	134	26.7
Total	502	100.0

Indicates the total no. of employees in various organizations in which respondents were working. Table shows that majority of respondents i.e. 34.9% were working in the organizations having employees strength between 200 to 500, 26.7% of the respondents were working in the organizations having above 1000 employees whereas 21.5% of the respondents were working in the organizations having 500 to 1000 employees. Least is 16.9% of the respondents who were working in the organizations having less than 200 employees.

PIE CHART INDICATING THE TOTAL NUMBER OF EMPLOYEES IN RESPONDENTS ORGANIZATION



TOTAL WORK EXPERIENCE PROFILE OF RESPONDENTS

Work experience	Frequency	Percent
<2yrs	49	9.8
2-5yrs	138	27.5
5-10yrs	110	21.9
10-15yrs	100	19.9
>15yrs	105	20.9
Total	502	100.0

Given above states that 27.5% of respondents have the work experience of 2 to 5 years followed by 21.9% of the respondents who had the work experience of 5 to 10 years , 20.9% of the respondents who had the work experience of above 15 years and 19.9% of the respondents who had work experience of 10 to 15 years whereas 9.8% of the employees had less than 2 years of work experience out of total no. of respondents.

PIE CHART INDICATING THE TOTAL WORK EXPERIENCE OF THE RESPONDENTS**ORGANIZATION WISE T - TEST FOR THE DIMENSIONS OF EMOTIONAL INTELLIGENCE**

Construct Measure	t	d.f.	Sig. (2-tailed)
Self Awareness	3.447	500	.001
Self Management	2.698	500	.007
Social Awareness	2.352	500	.019
Relationship Management	3.740	500	.000

It is exhibited from the table 6.14 that p values of all the dimensions of emotional intelligence namely self - awareness, self- management, social awareness and relationship management of the employees of manufacturing and service sector was found to be less than the significance level of 0.05. $p < 0.05$ hence a significant difference in the Emotional intelligence level of manufacturing and service sector employees was observed in the study and therefore hypothesis were not rejected.

FINDINGS OF THE STUDY

1. There is significant difference in the employee effectiveness level of the employees of manufacturing and service sector.
2. Gender of employees and nature of organization has a significant interaction effect on Employee Effectiveness.

CONCLUSION

Emotional Intelligence is an important behavioral skill of the employees to enhance their self confidence, to ensure more success in job, to be effective leader and to have the greater impact on the self and others motivation level (Cooper and Sawaf, 1997). Emotional intelligence could also bring liability and commitment, loyalty and trust between staff in organization which could cause higher productivity and effectiveness between teams. (Cooper, 1997). Emotional intelligence is also one of the most important forecasters of organizational success. India is one of the fastest developing nation and economy of the world where the job markets and opportunities are developing rapidly and requires good quality human capital for managing and working in organizations to ensure the growth and development and also to face the ongoing challenges and stiff global competition. Emotional intelligence is nowadays has gained a prominent place in the organizational culture and policies. It is considered as one of the important criteria for selecting, developing and retaining the employees because emotional control, self-balance and good relationship management skills in employees are necessary for ensuring organization growth and success in any sector whether service. The present research study was conducted on the employees working in service sector organizations of West Bengal Region. Emotional intelligence (EI) The main objective of the study was to find the nature of relationship between emotional intelligence and employees effectiveness. The study further aims to find the effect of emotional intelligence and employee effectiveness and to do comparative study variables in between the employees of service sector. Also the effect of demographic factors and nature of organization (Service) was studied on emotional intelligence and employee effectiveness. Goleman refinement model of emotional intelligence (2001) was considered as the basis of designing the conceptual framework of the study. Goleman model is used as base to measure the emotional intelligence in the workplace scenario. The data collection was done on the basis of secondary data and primary data sources. Primary data was collected through a structured questionnaire consisting the information related to demographic characteristics, emotional intelligence and employee effectiveness. Emotional intelligence was studied on the basis of five dimension namely Self-awareness, Self-Management, Social Awareness and relationship Management as defined in Goleman refinement model adopted for the study purpose. The emotional intelligence questionnaire was based on the scale developed by Blackberry and Greaves (2003)in accordance Goleman model 2001. Employee effectiveness is considered as the output to the organization and was studied on the basis of four factors namely job performance, job satisfaction, organization commitment and motivation. Employee effectiveness questionnaire based on items adopted from Aptomsl scale and few items adopted from motivation questionnaire based on the motivation factors developed by (Lindner, 1998). Collected data was processed by Microsoft Excel 2003 and analyzed by applying various statistical tools and measures with the help of SPSS 16.0 software to test Various hypothesis of the study were tested and accordingly the results and of the research studies were derived which helped in satisfying the objectives formed for conducting the research.

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