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## RESEARCH ARTICLE

### EMOTIONAL INTELLIGENCE OF YOUNG WORKING ADULTS

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#### ABSTRACT

Emotional intelligence is the ability to recognize one's own and other people's emotions to discriminate between different feelings and label them appropriately and to use emotional information to guide thinking and behavior. Emotional intelligence plays a significant role in personal life as well as professional success. The present study was undertaken to find out the level of emotional intelligence of young working adults. A total sample of 200 working adults were selected from Jorhat town. A standardized structured questionnaire named "Emotional Quotient Test" (EQ Test) developed by Chadha and Singh (2003) was administered to assess emotional intelligence. The study revealed that majority of the respondents (76.5%) had high level of emotional intelligence. Few of them (5.5%) had moderate level of emotional intelligence and none of the respondents were found to have low level of emotional intelligence. It was found that more than half of the respondents had high level of emotional competency (51.5%) while majority of the respondents were found to have moderate level of emotional sensitivity (51.5%) and emotional maturity (68.5%).

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## INTRODUCTION

Emotional intelligence involves the ability to carry out accurate reasoning about emotions and the ability to use emotions and emotional knowledge to enhance thought. According to Goleman (1998) emotional intelligence is the capacity for recognising our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships. Emotional intelligence describes abilities distinct from, but complementary to academic intelligence or the purely cognitive capacities measured by IQ (Intelligence Quotient). Caruso and Wolf (2004) define emotional intelligence as the ability to perceive emotions, access and generate emotions so as to assist thought, understand emotion and emotional knowledge and reflectively regulate emotions so as to promote emotional and intellectual growth. Emotional Intelligence provides a significant edge to the people at all levels in a given work place. It helps to build stronger relationships, succeed at work, and achieve career and personal goals. Over the past decade, studies examining emotions in the workplace have become common place in organisational research (Ashkanasy and Daus, 2005). In addition, emotional intelligence has also been proposed as a construct that may impact performance in organisations

(Anger Elfenbien, 2006; Jordan et al., 2002). Kulkarni and Janakiram (2009) studied the emotional intelligence and employee's performance as an indicator for promotion. The findings of the study indicated that emotional intelligence has an impact on the performance level of the managers and supervisors. Some of the immediate benefits of high emotional intelligence are that it can lead to increased productivity, enhanced leadership skills, improve responsiveness and greater creativity. It can also create an enthusiastic work environment, reduce stress levels and resolve emotional issues, improve the well-being of employees and improve relationships all round. Keeping this in mind the present study was undertaken to find out the level of emotional intelligence of young working adults.

## MATERIALS AND METHODS

Total samples of 200 employed adults were selected from Jorhat district of Assam. Each working adult was in their early stage of adulthood and have minimum of 5 years and maximum of 15 years job experience. To make the group homogeneous the respondents who are involved in the job with medium complexity were selected (teachers of colleges and high schools, bank officials, clerk and representatives of different companies). A standardized structured questionnaire named "Emotional Quotient Test" (EQ Test) developed by Chadha and Singh (2003) was administered to collect the data. The test has been designed in such a way that it measures total

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emotional intelligence and its dimensions. The dimensions are *emotional competency* i.e. the capacity to tactfully respond to emotional stimuli elicited by various situation, having high self-esteem and communication skill, *emotional maturity* i.e. the ability to evaluate emotions of oneself and others, appreciate others' point of view, delay gratification of immediate psychological satisfaction and being adaptable and flexible and *emotional sensitivity* i.e. being honest in interpersonal dealings; interpreting emotional cues truthfully, to realize communicability of emotions, moods and feelings and having an insight into how others evaluate and relate to you. Test had provided a four fold categorization (Extremely High EQ, High EQ, Moderate EQ and Low EQ) along with the range of score. The data was analysed with the help of frequency and percentage, mean, standard deviation and z-test.

## RESULTS AND DISCUSSION

Results indicated (Table 1) that 18.00 per cent of respondents had extremely high level of emotional intelligence and a large number of respondents (76.5%) were found to have high level of emotional intelligence. Only 5.5 per cent of respondents were in moderate level of emotional intelligence. It was interesting to note that none of the respondents were found to have low level of emotional intelligence.

The remarkable results of having better levels of emotional intelligence reflected their capacity to promote emotional growth. The reason may be the young service holders are getting opportunities to have in-service training of developing leadership qualities, decision making capacities and problem solving abilities which facilitate them to practice the skills pertaining to emotional intelligence. Moreover, being educated people they worked in a conducive environment by availing all the facilities given by the organizations. The rich work experience and exposure by dealing with different kinds of people in the organizations as well as outside the organizations made the adult employees highly emotional intelligent.

**Table 1. Levels of Emotional Intelligence of respondents working in organizations**

Levels of EI	No. of respondents (N=200)	
	Frequency	Percentage
Extremely high	36	18.00
High	153	76.5
Moderate	11	5.5
Low	0	0
Total	200	100.00

**Table 2. Distribution of respondents of organizations according to the dimensions of emotional intelligence**

Levels of EI	No. of respondents (N= 200)					
	Sensitivity		Maturity		Competency	
	F	%	F	%	F	%
Extremely high	44	22.00	4	2.00	63	31.5
High	37	18.5	46	23.00	103	51.5
Moderate	103	51.5	137	68.5	33	16.5
Low	16	8.00	13	6.5	1	0.5
Total	200	100.00	200	100.00	200	100.00

This findings is in the same line with the study conducted by Punia (2005) who had also found that the Indian adult

executives (26-45 years) had high level of emotional intelligence. Majority of respondents were found (Table 2) to have moderate level of emotional sensitivity (51.5%) and emotional maturity (68.5%). While in case of emotional competency majority of respondents (51.5%) were found to be in high level. In the dimension of emotional maturity very few numbers of respondents (2.00%) were in extremely high level whereas 22.00 per cent of respondents were found to have extremely high level of emotional sensitivity and 31.5 per cent of respondents had extremely high level of emotional competency. It can be noted that only one of the respondents (0.5%) was found to be in the low level of emotional competency while 8.00 per cent of respondents and 6.5% had low level of emotional sensitivity and emotional maturity respectively. It can be inferred that most of the respondents were much better in emotional competency, which means that they were competent enough in communication skills, emotional self- control and had high self- esteem.

This findings can be supported by the study conducted by Singh (2003), who had also found that 33.85 per cent of respondents had emotional competency, which was highest among the three dimensions of emotional intelligence. While majority of the respondents showed a lower level of sensitivity and maturity in which they were unable to be honest in interpersonal dealings, to realize communicability of emotions, moods and feelings, and to have an insight into how others evaluate them, to appreciate others' point of view, to delay gratification of immediate psychological satisfaction, and to be adaptable and flexible. This findings can be supported by the study done by Cavallo *et al.* (2001) who had mentioned that the highest performing managers have significantly more emotional competency than other managers. Mayer and Salovey (1997) also found that employees with high emotional competency have the ability to process emotional information quickly and accurately.

**Table 3. Distribution of male and female respondents of organizations falling under various levels of emotional intelligence**

No. of respondents	Levels of emotional intelligence				Mean score	S.D	z-value
	Extremely high	High	Moderate	Low			
Male (N=100)	15 (15.00%)	79 (79.00)	6 (6.00%)	0	354.42	26.37	1.98*
Female (N=100)	21 (21.00%)	74 (74.00%)	5 (5.00%)	0	347.15	25.44	

Table 3 depicts the picture of male and female respondents of organizations falling under various levels of emotional intelligence. It has been observed from the table that more number of female respondents (21.00%) had extremely high level of emotional intelligence than the male respondents (15.00%), whereas more number of male respondents (79.00%) had high level of emotional intelligence than their counterparts (74.00%). In moderate level of emotional intelligence the number of male respondents (6.00%) was little higher than that of female (5.00%) respondents. None of the respondents were found to have low level of emotional intelligence. The statistical analysis of the scores of respondents revealed that the mean score of male (354.42) was higher than that of female (347.15) respondents. The difference between male and female respondents in the level of emotional

intelligence was found to be significant as the calculated value of  $z$  is 1.98, which is greater than that of table value i.e. 1.96. It was observed that the male professionals had more capacities to perform the skills relating to emotional intelligence. The findings can be supported by the study conducted by Punia (2005) who found that men executives generally go for multiple frame of leadership in contrast to female executives who are more oriented towards structural and humanistic frame. Again Ahmad *et al.* (2009) had also found that males have high emotional intelligence as compared to females.

### Conclusion

Emotional Intelligence plays an important role in helping the employees to cope with dynamic change in the workplace environment. Employees with high emotional intelligence are better in work in any organization and are more adjustable and flexible. No matter how many qualifications a person has, if he or she doesn't have certain emotional skills, he or she is unlikely to succeed. As the new technologies and innovations continue to bring change in working system of organizations, these skills of emotional intelligence may become increasingly important. It was interesting to note that majority of the respondents had high level of emotional intelligence which reflect their capacity to promote emotional growth as well as contribution to form desirable attitudes towards the organizations and emotional commitments to the organizations. However the complex skills pertaining to the dimension of emotional maturity need to be elevated to optimize the emotional growth of employees.

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