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EMOTIONAL INTELLIGENCE OF IT PROFESSIONALS IN BANGALORE CITY

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ABSTRACT

In the current study investigated the relationship of emotional intelligence among the information technology leaders. The purpose of this paper is to identify practical approaches to the application of emotional intelligence by IT professionals. These practical approaches are designed to instruct and aid decision makers in the utilization of emotional intelligence skills. The participants were 130 information technology leaders selected through convenient sampling method in Bangalore, India..

Keywords: : Emotional Intelligence and Information Technology.

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1. INTRODUCTION

The goal of the present study is to find out the role of emotional intelligence in the decisional styles of the information technology leaders. Today's business environments make information technology companies look for leaders who have various skills to cope with changes in appropriate ways. One of the most important personal factors affecting leader's responses in such situations is their emotional capability which management scholars, educators and development practitioners have evidenced their interest in understanding it in the work place.

Emotional intelligence is an important factor in work place performance both on individual level and group level. According to the Bar-On (1997) emotional intelligence "an emotional competencies, skills and facilitators that determine how well we understand and express ourselves, understand others and relate with them, and cope with daily demands, challenges, and pressures."

Emotionally intelligent leaders are thought to be happier and more committed to their organization (Abraham, 2000) and use positive emotions to improve their decision making and instil of enthusiasm, trust and co-operation in other employees through interpersonal relationships (George, 2000). The theory of emotional intelligence proposes that

individuals have the ability to perceive, express, understand, and manage emotions (Bar-On, 1997; Goleman, 1995; Mayer & Salovey, 1997; Salovey & Mayer, 1990).

NEED FOR THE STUDY

The leader's should evaluate their current emotion quotient skills and develop more creative and innovate ways in their professional life.

By investigating the relationship of emotional intelligence among the leaders who works in information technology companies, the author wants to contribute to the real world. In this case it is predicted that emotional intelligence as an important personal factor can play an important role in information technology leaders' orientation or disorientation to a special decision making style. This approach should help organizations look and prepare for the future more effectively.

2. METHOD

A sample of 130 individuals who working full time and who resided in the Bangalore area completed self-report surveys containing items assessing the variables described below.

The emotional intelligence of the information technology leaders was measured by Bar-On (1997) Emotional Quotient Inventory in ten dimensions viz., empathy, assertiveness,

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flexibility, reality testing, stress management, problem solving, interpersonal relationship, impulse control, emotional self awareness and self-regard by sixty six items. There are five response categories for each item ranging from not true (zero point) to true (four point) for positive item and true (zero point) to not true (four point) for negative items. The average Cronbach's alpha coefficients were high for all of the sub-scales, ranging from 0.69 to 0.89, with an overall average internal consistency coefficient of 0.76.

Bar-On (1997) established the validity of the tool by conducting studies in six different countries (India is one among the six countries). This tool possesses content and face validity. Moreover, the criterion group validity was established as 0.81.

HYPOTHESIS

The following hypothesis is framed to study the emotional intelligence of the information technology leaders

1. There is a significant difference in decision making and emotional intelligence leadership of information technology leaders' basis of their age, length of service, marital status and number of dependents.

3.RESULTS AND DISCUSSION

The 't' test was used for testing the significant difference between the means of demographic variables viz. marital status and gender. The 'F' test was used for testing the significant difference between the means of demographic variables viz. age, years of service and number of dependents.

Hypothesis:1 - "Age of Information Technology Leaders has a significant influence on their emotional intelligence"

From the Table 1, it is found that 'F' values are significant with emotional self awareness, reality testing, self regard, problem solving, flexibility, and inter personal relationship dimensions along with the total and hence the hypothesis is accepted for emotional intelligence. It is concluded that the information technology leaders significantly differ in their emotional intelligence based on their age.

The 't' values are significant for the emotional intelligence dimensions viz. emotional self awareness, reality testing, self regard, problem solving, flexibility, inter personal relationship and emotional intelligence total. It is noticed that in all of these dimensions, information technology leaders with more than 40 years of age have shown significantly higher emotional resources than their counter parts.

With growing age, information technology leaders have faced a variety of life situations which in turn made them to be emotionally more intelligent. The good relationship with more experience makes the leaders to express their thoughts and ideas clearly. It is observed from the table that the aged leaders have higher score than the other aged groups; it may be due to the urge to prove them as an asset to the organization.

Hence it is quite natural that the information technology leaders with more than 40 years of age have better emotional

self awareness, reality testing, self regard, problem solving, flexibility, inter personal relationship and emotional intelligence total, than the younger ones. It is concluded that the information technology leaders significantly differ in their emotional intelligence based on their age.

Hypothesis:2 - "Information technology leaders differ in the emotional intelligence on the basis of years of service."

From the Table 2, it is found that 'F' values are significant with reality testing, self regard, impulse control, problem solving, and inter personal relationship dimensions along with the total and hence the hypothesis is accepted for both decision making and emotional intelligence. It is concluded that the information technology leaders significantly differ in their emotional intelligence based on their service.

From the Table - 2, it is noticed that more than 6 years of experience as information technology leaders were high in all the significant dimensions (viz. reality testing, self regard, empathy, problem solving, inter personal relationship, and total emotional intelligence) of emotional intelligence other than impulse control. Emotional intelligence is about knowing feelings as well as facts. Once the individual developed the ability to aware of others feelings and shape their own feelings can easily regulate their emotions and stand high in emotional intelligence dimensions and emotional intelligence total.

Less than 3 years of experience information technology leaders were high in impulse control. Impulse control is the ability to resist or delay an impulse, drive or temptation to act. It is no wonder that the individuals whose experience were less than 3 years as leaders in the project want to be best in their part. Makes them to consider all the alternatives available to them and take a decision which is suitable. It is concluded that the information technology leaders who have more than 6 years of service are high in emotional intelligence.

Hypothesis:3 "Information technology leaders differ in their emotional intelligence with respect to their marital status"

From the Table 3, it is found that 't' values is significant for emotional self awareness and with the emotional intelligence total. Hence the hypothesis is rejected for emotional intelligence. It is concluded that marital status of the information technology leaders has no significant influence in their emotional intelligence.

And married information technology leaders were high in emotional self awareness and emotional intelligence total. The ability to recognize that self-related aspects can be cause the pleasantness or unpleasantness to them clear in the mind that emotions have important social functions, in communicating personal status and needs to others cause them high in emotional self-awareness and emotional intelligence total. It is concluded married information technology leaders were high in emotional self awareness and emotional intelligence total.

Hypothesis: "Information technology leaders differ significantly in their emotional intelligence on the basis of their gender."

From the Table - 4, it is inferred that ‘t’ value is significant for emotional self awareness, problem solving, interpersonal relationship and with the emotional intelligence total. Hence the hypothesis is rejected for emotional intelligence. And female information technology leaders were high in emotional self-awareness and problem solving dimensions of emotional intelligence and emotional intelligence total.

The ability of the female information technology leaders to understand and express ourselves, understand others and relate with them results in high in emotional self-awareness. Whereas high in “problem solving” dimension of emotional intelligence may be due to the ability to identify and define problems as well as to generate and implement potentially effective solutions.

Male information technology leaders were high in “interpersonal relationship” dimension of emotional intelligence. It is welcome one that male leaders were high in interpersonal relationship, traditionally were female are better. It may be due to the individual character that, approaching everyone in respect and warm and presenting themselves as approachable and conveying intimacy to other. It is concluded that the gender of the leaders does not have significant relationship with their emotional intelligence and decision-making styles.

Hypothesis: “Information technology leaders differ significantly in their emotional intelligence on the basis of the number of dependents.”

From the Table - 5, it is noticed that ‘F’ values significant for stress management, problem solving, flexibility, interpersonal relationship and with the emotional intelligence total. Hence the hypothesis is rejected for emotional intelligence.

It is observed from the table that information technology leaders with more than 4 dependents in their family have higher stress management, problem solving, flexibility, and interpersonal relationship skills and emotional intelligence total than their counter parts. Traditionally, it is stated that if there are more number of dependents in the family better will be the emotional intelligence. Further, it is evident in this study.

It is concluded emotional intelligence leaders with more than 4 dependents in their family have higher stress management, problem solving, flexibility, and interpersonal relationship skills and emotional intelligence total.

Table – 1: EMOTIONAL INTELLIGENCE WITH RESPECT TO THEIR AGE

Emotional Intelligence Dimensions	AGE				F – value	Posthoc
	1 Mean (S.D)	2 Mean (S.D)	3 Mean (S.D)	4 Mean (S.D)		
Stress Management	24.49 (2.86)	25.39 (2.13)	24.87 (2.69)	25.70 (2.00)	1.624	----
Emotional Self Awareness	17.56 (2.62)	18.93 (1.68)	18.15 (2.15)	19.33 (1.62)	4.934*	4 vs 2 vs 3 vs 1
Reality Testing	19.21 (1.91)	19.07 (1.97)	18.21 (2.40)	19.96 (1.53)	4.241*	4 vs 1 vs 2 vs 3
Self Regard	26.31 (3.31)	27.66 (2.47)	27.56 (3.01)	28.74 (2.45)	4.093*	4 vs 2 vs 3 vs 1
Impulse Control	14.46 (2.39)	15.59 (2.19)	15.18 (2.01)	15.93 (1.92)	2.970	----
Assertiveness	18.21 (2.240)	18.61 (1.69)	18.49 (2.11)	18.81 (1.59)	0.575	----
Empathy	15.00 (2.16)	15.54 (1.80)	14.90 (2.67)	15.93 (1.47)	1.920	----
Problem Solving	17.92 (2.78)	19.02 (2.43)	18.77 (2.62)	26.11 (1.71)	9.595*	4 vs 2 vs 3 vs 1
Flexibility	23.67 (3.01)	25.90 (2.40)	24.72 (3.62)	26.11 (3.18)	4.931*	4 vs 2 vs 3 vs 1
Inter Personal Relationship	19.74 (2.67)	22.27 (2.55)	21.95 (3.14)	24.00 (2.15)	15.223*	4 vs 2 vs 3 vs 1
EI_Total	196.56 (12.79)	207.98 (7.79)	202.79 (13.58)	215.70 (8.93)	17.148*	4 vs 2 vs 3 vs 1

1. Less than 30 years - 39 persons
2. 31 to 35 years - 41 persons
3. 36 to 40 years - 39 persons
4. Above 40 years - 27 persons

*Significant at 0.05% level

Table – 2: EMOTIONAL INTELLIGENCE BASED ON YEARS OF SERVICE

Emotional Intelligence dimensions	Years of service			F – value	Posthoc
	1 Mean (S.D)	2 Mean (S.D)	3 Mean (S.D)		
Stress Management	24.84 (2.63)	25.14 (2.46)	25.38 (2.30)	0.551	----
Emotional Self Awareness	18.13 (2.41)	18.39 (2.02)	19.06 (1.81)	2.085	----
Reality Testing	19.35 (1.92)	18.29 (2.23)	19.56 (1.86)	5.301*	3 vs 1 vs 2
Self Regard	26.95 (3.19)	27.33 (2.76)	28.65 (2.67)	3.981*	3 vs 2 vs 1
Impulse Control	14.60 (2.31)	15.63 (2.15)	15.85 (1.76)	5.010*	1 vs 3 vs 2
Assertiveness	18.40 (1.94)	18.41 (2.14)	18.85 (1.64)	0.702	----
Empathy	15.30 (2.05)	15.14 (1.86)	15.50 (2.15)	0.316	----
Problem Solving	18.21 (2.52)	18.63 (2.67)	21.26 (1.62)	19.139*	3 vs 2 vs 1
Flexibility	24.60 (3.00)	25.35 (3.02)	25.35 (3.72)	0.981	----
Inter Personal Relationship	20.59 (2.66)	22.33 (2.59)	23.41 (3.03)	13.112*	3 vs 2 vs 1
EI_Total	200.97 (12.35)	204.63 (11.71)	212.88 (12.27)	10.700*	3 vs 2 vs 1

1. Less than 3 years - 63 persons
2. 3 to 6 years - 49 persons
3. Above 6 years - 34 persons

4. Table–3: EMOTIONAL INTELLIGENCE: MARITAL STATUS COMPARISON

Emotional Intelligence dimensions	Marital Status		F value
	Married Mean (S.D)	Unmarried Mean (S.D)	
Stress Management	25.25 (2.38)	24.49 (2.78)	2.930
Emotional Self Awareness	18.74 (1.90)	17.46 (2.66)	8.257*
Reality Testing	19.00 (2.13)	19.14 (1.91)	0.181
Self Regard	27.99 (2.65)	25.83 (3.15)	1.723
Impulse Control	15.36 (2.10)	14.86 (2.49)	1.642
Assertiveness	18.61 (1.84)	18.20 (2.25)	2.699
Empathy	15.42 (1.92)	14.89 (2.23)	1.423
Problem Solving	19.42 (2.49)	17.91 (2.96)	2.185
Flexibility	25.37 (3.13)	23.94 (3.17)	0.107
Inter Personal Relationship	22.37 (2.77)	20.11 (2.84)	0.012
EI_Total	207.54 (11.21)	196.83 (14.62)	7.070*

TABLE – 4: EMOTIONAL INTELLIGENCE: GENDER COMPARISON

Emotional Intelligence dimensions	Gender		F value
	Male Mean (S.D)	Female Mean (S.D)	
Stress Management	24.77 (2.55)	25.73 (2.24)	2.587
Emotional Self Awareness	18.07 (2.23)	19.24 (1.79)	3.766*
Reality Testing	18.79 (2.01)	19.60 (2.14)	0.042
Self Regard	27.10 (3.05)	28.31 (2.40)	1.746
Impulse Control	15.24 (2.19)	15.25 (2.24)	0.021
Assertiveness	18.36 (1.88)	18.44 (2.06)	0.325
Empathy	15.04 (2.01)	15.87 (1.88)	0.213
Problem Solving	18.90 (2.88)	19.42 (2.15)	7.227*
Flexibility	24.96 (3.34)	25.18 (2.85)	0.250
Inter Personal Relationship	21.90 (3.20)	21.67 (2.28)	6.305*
EI_Total	203.13 (14.38)	209.11 (7.31)	16.355*

Male - 101 persons
Female - 45 persons

*Significant at 0.05% level

TABLE – 5: EMOTIONAL INTELLIGENCE BASED ON THE NUMBER OF DEPENDENTS

Emotional Intelligence dimensions	Number of Dependents				F – value	Posthoc
	1 Mean (S.D)	2 Mean (S.D)	3 Mean (S.D)	4 Mean (S.D)		
Stress Management	25.11 (2.70)	24.21 (2.49)	26.03 (1.73)	26.29 (1.25)	4.172*	4 vs 3 vs 1 vs 2
Emotional Self Awareness	18.32 (2.50)	18.00 (1.84)	19.00 (1.88)	19.86 (1.21)	2.439	----
Reality Testing	19.18 (2.06)	19.06 (2.22)	18.70 (2.05)	19.14 (1.35)	0.362	----
Self Regard	27.06 (3.14)	27.72 (2.89)	27.67 (2.64)	28.57 (1.90)	0.895	----
Impulse Control	14.98 (2.40)	14.89 (1.91)	15.87 (1.94)	17.14 (2.03)	3.391	----
Assertiveness	18.26 (2.13)	18.38 (1.81)	18.83 (1.62)	20.14 (1.57)	2.411	----
Empathy	15.34 (2.20)	14.94 (2.06)	15.57 (1.55)	16.14 (1.21)	1.116	----
Problem Solving	18.40 (2.61)	19.31 (2.55)	19.40 (2.66)	21.71 (2.63)	4.078*	4 vs 3 vs 2 vs 1
Flexibility	24.71 (2.93)	23.55 (2.60)	26.47 (2.39)	31.57 (0.79)	22.182*	4 vs 3 vs 1 vs 2
Inter Personal Relationship	20.98 (2.73)	20.89 (2.66)	24.03 (1.83)	26.14 (1.68)	19.152*	4 vs 3 vs 1 vs 2
EI_Total	202.35 (13.24)	200.98 (11.16)	211.57 (7.76)	226.71 (5.65)	14.923*	4 vs 3 vs 1 vs 2

1. No dependents - 62 persons
2. Less than 2 dependents - 47 persons
3. 3 or 4 dependents - 30 persons
4. More than 4 dependents - 7 persons

*Significant at 0.05% level

4.CONCLUSION

The present study examines the emotional intelligence of information technology leaders. A study by Gardner and Stough (2001) argues that emotional intelligence enhances leaders' ability to solve problems and to address issues and opportunities facing them and by their organizations. This research provides a number of contributions to the theoretical debate about emotional intelligence, that is, "Emotional Intelligence of IT Professionals in Bangalore city." The first contribution is that this study explored the relationship between leader emotional intelligence. And finally the result of the current study tried to make leaders pay much more attentions to emotional intelligence in their training programs and managerial assignments.

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