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ROLE OF EMOTIONAL INTELLIGENCE IN HR PRACTICES: AN EMPIRICAL EVIDENCE FROM INDIAN MANUFACTURING SECTOR

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ABSTRACT

HR practices followed in manufacturing organization plays a very crucial role for the organizational success. The present study was designed to study the nature and pattern of relationship between HR practices (Compensation, Performance Evaluation process & promotion) and Emotional Intelligence of the employees working in manufacturing sector. Questionnaires consisting of 15 items (HR practices) and 15 items (Emotional Intelligence) were used. The findings of the present study reveals that HR practices followed in manufacturing organization are correlated negatively with the Emotional Intelligence.

KEYWORDS

Indian manufacturing sector, emotional intelligence, HR practices.

INTRODUCTION

 Organizations in the present age are facing big challenges due to globalization, technological innovation, restructuring and outsourcing. The human resource management function has increasingly been recognized as an important element of a company's strategy. The organizations attempt to succeed in the highly competitive business environment tend to depend heavily on employee's skill and commitment. The individuals working in the organization become the source and basis for utilization of other resources. Effective human resource management makes organizations and its employees achieve their own objectives. The effective human resource practices can motivate, reward, develop and offer challenging tasks so that the employee will stay in and contribute to the organization and the employee become a strategic asset. Carrel et al. (2000) stated that performance evaluation is the ongoing process of evaluating and managing both the behaviour and human outcomes in workplace. Dessler (2002) defined that any procedure that involves (i) Setting work standards (ii) assessing the employee's actual performance relative to these standards (iii) providing feedback to the employee with the aim of motivating that person to eliminate performance deficiencies or to continue to perform above par. Armstrong (2006) defined promotion practices as to obtain the best talent available within the company to fill more senior posts and to provide employees with the opportunity to advance their careers within the company. It is in accordance with the opportunities available and abilities of the employee. Milkovich and Newman (2007) stated compensation as all forms of financial and tangible services and benefits employee receives as part of an employment relationship. Author further defined that compensation includes wages, salary, pay, perquisites, fringe benefits, performance incentives, commissions, bonuses, stock options, remuneration etc. Salovey and Mayer (1990) introduced the concept of emotional intelligence as a type of social intelligence, separable from general intelligence. According to them, emotional intelligence is the ability to monitor one's own and others' emotions, to discriminate among them, and use the information to guide one's thinking and actions (Salovey & Mayer, 1990). However emotional intelligence was made popular outside academia by Daniel Goleman. In 1995, psychologist and journalist Daniel Goleman Published Emotional Intelligence which became an instant best-seller.

LITERATURE REVIEW

Huselid (1995) conducted a research after taking eleven HRM practices (personnel selection, labor management participation, incentive compensation, performance appraisal, grievance procedures, information sharing, job design, attitude assessment, recruitment efforts, promotion criteria and employee training) and reported significant relationship between high work practices such as compensation and employees outcomes. Sohrab Ahmad and Khurram Shezad (2011) did a study on the impact of compensation, promotion and performance evaluation practices on the performance of university teachers of Jammu and Kashmir. Baloch et al. (2010) conducted his research on HRM practices to examine their relationship with the perceived performance of employees in private and public sector banks of NWFP. Compensation, promotion and performance evaluation practices were significantly found to be correlated with employee performance and suggested that banks are encouraged to pay proper attention to these three practices. Goleman (2001), Kanfer & Kantrowitz (2002), Wong & Law (2002) stated that emotional intelligence is considered as being more important in influencing leaders job success and performance than traditional general mental intelligence. Jaeger (2003) revealed a strong relationship between emotional intelligence and performance of employees leading to task success.

OBJECTIVES

To study the relationship between HR Practices (Compensation, Performance Evaluation, Promotion and Emotional Intelligence (Emotional Sensitivity, Emotional Competency, Emotional Maturity and Overall Emotional Intelligence)).

RESEARCH METHODOLOGY

To fulfill the above mentioned objective, following research methodology was used:

SAMPLE

A sample of 436 respondents working in manufacturing sector of Jharkhand, Odisha and Chhattisgarh states was drawn by Convenient Sampling Method. The age of the respondents ranged between 21 to 65 years. Majority of the respondents were Graduates in different disciplines.

TOOLS

A. HR PRACTICES

The questionnaire for HR practices consists of 15 items comprising of three HR practice measure viz. Compensation, Performance Evaluation process & Promotion, which was based on 5 point Likert scale (Strongly disagree to strongly agree) developed by Teseema & Soeters (2006).

B. EMOTIONAL INTELLIGENCE

The questionnaire for Emotional Intelligence consisting of 15 items measuring three dimensions of emotional intelligence (emotional sensitivity, emotional maturity, emotional competency) & overall emotional intelligence by Chadha & Singh, 2003 was used.

Emotional Intelligence test was prepared by compiling 15 real life situations experienced by individuals in their day to day life. The situations were selected to avoid response bias such as faking good or social desirability tendency by the respondents. Each statement was followed by 4 alternatives and the score were given from 0 to 20. The total score of 8 statements constituted the total score of emotional competence, similarly the total score of 4 statements constituted the score of emotional sensitivity and the total score of 3 statements constituted the score of emotional maturity. Finally, the total score of emotional competence, emotional sensitivity and emotional maturity was added to form the overall EQ score. Norms for interpretations of the score are shown in table 1 as mentioned below:

TABLE 1: SHOWS NORMS OF MEAN SCORE FOR EMOTIONAL INTELLIGENCE

Mean Score Range	Level of Emotional Intelligence
285 and above	Extremely High
250 to 274	High
200 to 249	Moderate
150 to 199	Low
149 and below	Try some other day

STATISTICAL ANALYSIS

The obtained data were processed for the computation of Mean, S.D., Skewness, Kurtosis, Pearson's correlation.

RESULTS & ANALYSIS

In order to fulfill the main research objectives of the present study, the obtained, data were processed for the computation of means, Standard Deviations, Skewness, Kurtosis and Pearson's correlation.

ANALYSIS & INTERPRETATIONS**DESCRIPTIVE STATISTICS**

The collected data were analyzed with the help of descriptive statistics. Skewness and Kurtosis describe the pattern of score of distribution. The scores of employees on 7 variables including 3 of HR Practices (compensation, performance evaluation process & promotion) and 4 of Emotional Intelligence (i.e. emotional sensitivity, emotional maturity, emotional competence & overall emotional intelligence) have been shown in table 2. All the measures of emotional intelligence (i.e. emotional sensitivity, emotional maturity, emotional competence & overall emotional intelligence) and two measures of HR Practices (performance evaluation process & promotion) are negatively skewed whereas only one measure of HR Practices is positively skewed. Careful inspection of HR Practices variables shows that employees working in manufacturing industries of Jharkhand, Odisha and Chhattisgarh states are scoring above then average on all the variables, suggesting thereby that they are better on almost all the variables of HR Practices whereas mean of emotional intelligence tend to be in moderate level (M = 215).

INTER CORRELATIONS BETWEEN HR PRACTICES AND EMOTIONAL INTELLIGENCE

The obtained correlations between the measures of HR Practices and Emotional Intelligence have been presented in the inter correlation matrix (table 3). Inspection of table reveals that out of 12 inter correlations between the variables of HR Practices and Emotional Intelligence, 5 are significant at .01 level and 2 are significant at .05 level but they are negatively correlated. 5 correlations are non-significant. The inter correlations ranges between -.177 to .026. Emotional competence correlates -.134 (p < .01) with compensation, -.135 (p < .01) with promotion practices. Emotional Sensitivity correlates -.108 (p < .05) with compensation practices. Emotional Maturity correlates -.089 (p < .05) with compensation, -.177 (p < .01) with performance evaluation practices, -.151 (p < .01) with promotion practices. Overall Emotional Intelligence correlates -.155 (p < .01) with compensation practices only.

The significant inter correlations between four measures of Emotional Intelligence (i.e. emotional sensitivity, emotional maturity, emotional competence & overall emotional intelligence) and 3 of HR Practices that is compensation, performance evaluation and promotion practices reveals that these measures share their variances negatively with each other.

FINDINGS

Emotional competence an emotional intelligence variable is found to be negatively associated with compensation and promotion practices. Emotional Sensitivity shows negative association with compensation practices. Emotional Maturity express negative association with all three measures of HR practices that is compensation, performance evaluation and promotion practices. Overall Emotional Intelligence have negative association with only one measure of HR practices that is compensation.

DISCUSSIONS & CONCLUSIONS

The present study states that HR Practices measure compensation practice is found to have negative and significant relationship with all measures of emotional intelligence i.e. emotional competence, emotional sensitivity, emotional maturity and overall emotional intelligence. Performance evaluation practice is found to have negative and significant relationship with emotional maturity measure of emotional intelligence and have non significant relationship with other three measures (emotional competence, emotional sensitivity and overall emotional intelligence). Promotion practice, a measure of HR practice is found to have negative and significant relationship with emotional competence & emotional maturity but other two measures emotional sensitivity & overall emotional intelligence are having non significant relationship.

On the basis of above discussion that it is concluded, that in manufacturing sector industries of Jharkhand, Odisha and Chhattisgarh state, all the three measures of HR practices are found to have significant and negative relationship with measures of emotional intelligence. Certain previous studies were tried to relate/link HR measures like job satisfaction, compensation, and stress management with emotional intelligence in view of performance of the organization. A study by Phin (2016) tried to relate employment practices with emotional intelligence. Jorfi et al (2011) tried to relate emotional intelligence with job satisfaction and stress management via communication effectiveness. Al-Tae et al. (2012) concluded that HR roles have positive impact on emotional intelligence in Hotel industry, which is contradictory to the current study in manufacturing sector.

DESCRIPTIVE STATISTICS**TABLE 2: MEANS, STANDARD DEVIATIONS, SKEWNESS & KURTOSIS (N= 436) ON MEASURES OF HR PRACTICES AND EMOTIONAL INTELLIGENCE**

Dimensions	Mean	Standard Deviation	Skewness	Kurtosis
Compensation	22.7656	4.57764	.022	-.223
Performance Evaluation Process	17.7578	3.00488	-.487	.466
Promotion	10.5000	1.73374	-.081	-.619
Emotional Competence	120.1172	19.46913	-.538	-.082
Emotional Sensitivity	45.7031	13.54466	-.358	-.308
Emotional Maturity	49.2969	11.69967	-1.537	2.004
Emotional Intelligence	215.1172	33.07742	-.810	.511

TABLE 3: CORRELATIONS MATRIX OF HR PRACTICES AND EMOTIONAL INTELLIGENCE

Dimensions	Compensation	Performance Evaluation Process	Promotion
Emotional Competence	-.134**	.026	-.135**
Emotional Sensitivity	-.108*	-.006	.018
Emotional Maturity	-.089*	-.177**	-.151**
Emotional Intelligence	-.155**	-.05	-.125

**Correlation is significant at the 0.01 level (2 tailed).

*Correlation is significant at the 0.05 level (2 tailed).

CONCLUSION

HR practices followed in manufacturing organization plays a very crucial role for the organizational success. The present study was designed to study the nature and pattern of relationship between HR practices (Compensation, Performance Evaluation process & promotion) and Emotional Intelligence of the employees working in manufacturing sector. Questionnaires consisting of 15 items (HR practices) and 15 items (Emotional Intelligence) were used. The findings of the present study reveals that HR practices followed in manufacturing organization are correlated negatively with the Emotional Intelligence.

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