
Emotional Intelligence and Work Experience: A Study of Indian Automobile Industry

Ms. Vijeta Sharma & Dr. Baldeep Singh

Research Scholar,

Department of Commerce, Faculty of Business Study, Punjabi University Patiala

Department of Basic Applied Sciences, Punjabi University Patiala

ABSTRACT

This study made an attempt to find out the relationship between emotional intelligence and work experience of sales executives in Punjab and Union Territory of Chandigarh. The sample consists of 300 sales executives from automobile sector located at Punjab and Union Territory of Chandigarh. Emotional Intelligence Scale developed by Anukool Hyde, SanjyotPethe, UpinderDhar (2002) was used to measure emotional intelligence of sales executives. Mean and One Way ANOVAs were used to test the research question in the study. The result revealed that work experience was not significantly related with emotional intelligence.

Keywords: Emotions; Intelligence; Experience; Job performance; demographic variable; Automobile.

Introduction:

In this era, where marketing and cut-throat competition exists a strong need is felt

towards maintaining and developing human relations by understanding others emotions for better results. There are numerous people in this world, who are equipped with amazing talents and skills but due to their ignorance regarding the concept of emotions, their way to development is barricaded. But on the other hand people with average talent and skills have succeeded in life by paying attention towards the importance of emotions. **Bala and Chawla (2012)** Performance and productivity were affected by the emotions because positive feelings increase productivity and in contrast, negative emotions decrease it. **Sojka and Deeter (2002)** Job performances in relation to sales strongly need the presence of emotional intelligence, since sales personnel ability to understand the client's needs and to manage the issues of selling problems determined the verdict of job performance. **Kidwell et**

al. (2011) Behavior of sales practitioners and their job performance significantly influenced through psychological force known as emotions. **Rosete and Ciarrochi (2005)** they declared emotional intelligence as a predictor of leadership potential. They discussed those leaders who made use of emotions to guide decision making also acted as motivator for their followers in activities facilitated by emotions. **Srivastava and Bharamanaikar (2004)** the result showed that EI significantly correlated with transformational leadership and success. **Yaghoubiet al. (2011)** demonstrated that emotional intelligence of the managers had a positive correlation with the conscientiousness and the altruism of the organizational citizenship behavior which throw light on the aspect that EI was an important component of being an effective leader. **Swanson and Zobisch (2014)** disclosed that proper inclusion of formal emotional intelligence contributed towards better results at workplace and helped in the creation and keeping strong client base. **Puri (2010)** EI had significant impact in reducing occupational stress among the business executives. **Mfikwe and Pelser (2017)** emotional Intelligence showed the positive

correlation with leadership effectiveness. **Manna and Smith (2004)** emotional intelligence training was considered being important for the sales experts.

Review of Literature:

In the recent years, it was found to notice that individual characteristics played significant role in the workplace. This study is important and contributes significantly in EI literature because it contributes in terms of significance of demographic variable work experience with attribute EI.

Usually, experience is a strong weapon of sales executives in the highly competitive selling environment. On the basis of experience one can get greater prospect of learning new things in future. Sales executive can think about their mistake which they did in past when they were less experienced. They will learn from these experiences and situations and will take timely lessons and bring improvements in their sales results. How a sales professional deals with his customer, make sales presentation for specific buyer, use techniques of handling objections and grievances depends upon experience he had. Evidently, the relationship between

experience and Emotional Intelligence need to be empirically verified.

Ealias and George (2000) found that experience and had significant effects on the emotional intelligence. **Singh (2008)** there was a significant positive relationship of age, education, length of work, experience, and the number of promotions with EI in both spheres i.e. social work and software professionals. **Vanishree (2014)** Out of six demographic variables marital status proved best predictor of EI and other variables like income and educational qualification were also predicted EI after marital status. Another finding revealed that Emotional Intelligence had no relationship with gender, age and experience. **Mishra and Mohapatra (2010)** only single variable work experience had positive correlation with EI and gender, academic qualification, had negative relationship with EI. **Das and Sahu (2014); Karaniet al. (2017)** Age, gender, educational qualification and experience had a significant relationship with the emotional intelligence. This result contradicts with the literature like (**Panda 2013; Rohana 2009**) where demographic variables such as (age, experience, education, sex and marital status) had no impact on emotional intelligence.

Problem Statement:

Earlier literatures and other articles reviewed which could not be cited here reveals that lack of evidence in the area of automobile sector with regard to emotional intelligence and its relationship with demographic variable work experience with special reference to Punjab and Union territory of Chandigarh, therefore is undertaken in the present study. The findings of the study are expected to be highly useful to the researchers interested in the field of study and to the management and policy makers in automobile sector in formulating their strategies in relation to importance of EI and role of work experience while selecting the sales personnel in their organization.

Scope and Objective of the Study:

The present study is restricted to identify the relationship of emotional intelligence with work experience of the sales executives in automobile industry in the area of Punjab and Union territory of Chandigarh (India).

Research Hypotheses:

H01: There is significant relationship of emotional intelligence with work experience of the respondents.

H02: There is no significant relationship of emotional intelligence with work experience of the respondents.

Sample Profile:

The data was analyzed on a sample size of 300 sales executives of automobile industry of Punjab and Chandigarh. The information in relation to work experience revealed that 7.3% sales executives had experience between 1 to 3 years, 47% sales executives had experience between 3 to 5 years, 37 % sales executives had experience between 5 to 7 years, and 8.7% had experience between 7 to 9 years.

Data Collection:

Accordingly, the primary as well as secondary data were used. The primary data was collected with the help of pre-tested structured questionnaire, respondents were asked to rate the statements on a five point Likert Scale from strongly disagree (=1) to strongly agree (=5). Interviews and discussion techniques were also used to reveal the required information. The secondary data was collected from research journals, books, websites, etc.

Results:

The variation in EI with respect to the work experience of the sales executives has been examined using One- Way ANOVA.

Variation in Emotional intelligence with the Work Experience of the Sales Executives:

In the following section, the variation in EI and its dimension with respect to the work experience of the sales executives has been examined using One Way ANOVA. The table 1 exhibits the results of ANOVA test for overall EI and dimensions of EI.

Average EI was found to be highest among sales executives having the work experience between 7 to 9 years (95.42, SD = 13.14), followed by sales executives having work experience in between 5-7 years (95.23, SD = 9.48). This is followed by the sales executives having experience between 1 to 3 years (94.45, SD = 9.36) and the least EI was observed among sales executives having work experience of 3 to 5 years (93.16, SD = 10.39). The F static = 0.99, p = 0.40 was found to be insignificant ($p > 0.05$), suggesting that the average emotional intelligence did not change with change in work experience of the sales executive.

Whatever differences were observed may be associated with chance (refer table 1).

Table No.1: Exhibits the results of One-Way ANOVA exhibiting if the dimensions of EI varied with the age of the sales executives.

The average **managing relations** related intelligence was found to be highest among sales executives having work experience between 7 to 9 years (12.65, SD = 1.62) followed by executives having experience between 5 to 7 years (12.35, SD = 1.55), and experience between 3 to 5 years (12.22, SD = 1.51). The least managing-relations related intelligence score was obtained by the sales executives having experience between 1 to 3 years (11.27, SD = 1.39). The F static = 3.80, $p = 0.01$ was found to be significant ($p < 0.05$), suggesting that the managing relations related intelligence was affected by the experience of the sales executive. Further post-hoc test was found to be insignificant suggesting that pairwise differences were not significant (refer table no.1).

The average **self-motivation** level among the four experience groups was not significantly different as the F static = 0.98, $p = 0.40$, was found to be insignificant, suggesting that the self-motivation was not

significantly different among the sales executive with different levels of work experience. The differences may be associated with chance and there was not true differences (refer table no.1).

The **altruistic behavior** among the sales executives having different levels of work experience was found to be significantly different from each other as the F static = 3.40, $p = 0.02$, was found to be significant ($p < .01$). Further the post-hoc test revealed that altruistic behavior found among the sales executives having work experience between 1 to 3 years was significantly higher that of work experience between 3 to 5 years. All others mean differences were not significant (refer table no.1).

The average **self-awareness** level found among the sales executive with different levels of work experience was not significantly different as the F static = 0.54, $p = 0.65$, was highly insignificant, suggesting that the self-awareness was not significantly different among the sales executive with different work experience. The differences may be associated with chance and there was no true differences (refer table no.1).

The **empathy** found among the sales executives having different levels of work experience was not significantly different from each other as the F static = 2.16, $p = 0.09$, was found to be insignificant ($p > .01$) (refer table no.1).

The **emotional stability** among the four work experience groups was not significantly different from each other as the F static = 0.106, $p = 0.37$, was found to be insignificant, suggesting that the emotional stability was not significantly different among the sales executive with different work experience. The observed differences may be associated with chance and there was no true differences (refer table no.1).

The average **integrity** found among the four experience groups was not significantly different from each other's as the F static = 1.69, $p = 0.17$, was insignificant, suggesting that the integrity was not significantly different among the sales executive with different experience level. The observed differences may be associated with chance and there was no true differences (refer table no.1).

The average **value-orientation** level among the four experience groups was found to be

significantly different as the F static = 0.282, $p = 0.04$, was significant, suggesting that the value-orientation was significantly different among the sales executive having different levels of experience (refer table no.1).

The average **commitment level** among the four experience groups was not significantly different as the F static = 0.98, $p = 0.40$, was found to be insignificant, suggesting that the commitment level was not significantly different among the sales executive with different work experience. Whatever the differences were observed may be associated with chance and there was no true differences (refer table no.1).

The average **self-development** level among the four work experience groups was found to be significantly different as the F static = 2.98, $p = 0.03$, was found to be significant ($p < .05$), suggesting that the self-development was affected by the work experience (refer table no.1).

Hence hypothesis H02, was accepted which explained that there is no significant relationship of emotional intelligence with work experience of the respondents.

Table No.1

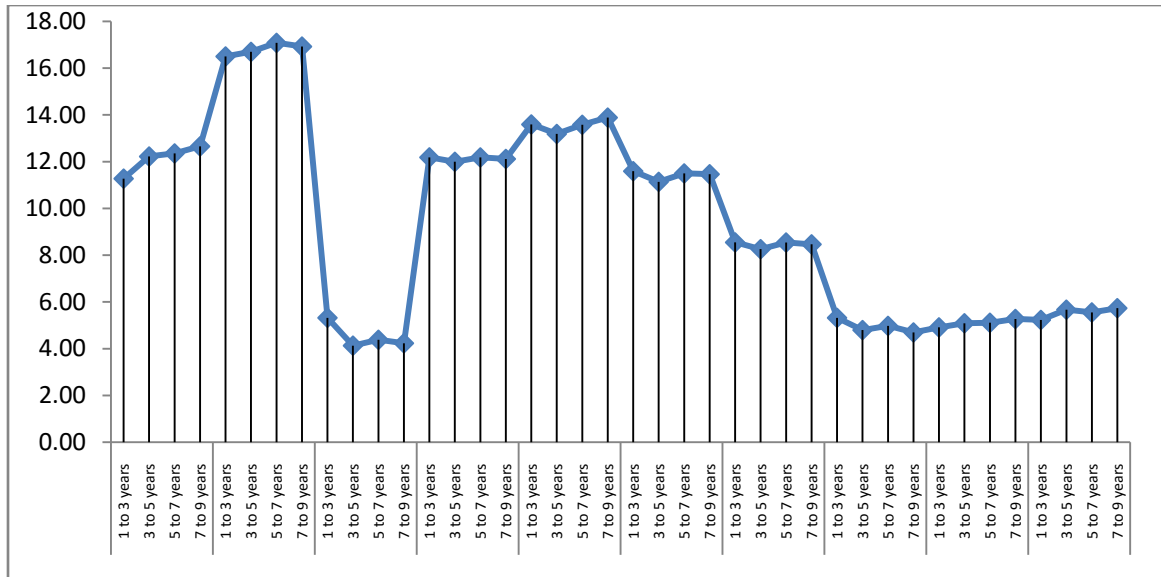
Effect of experience on overall EI and dimensions of EI

Construct	Experience	Mean	Std. Deviation	F	Sig.
Emotional Intelligence	1 to 3 years	94.45	9.36	0.99	0.40
	3 to 5 years	93.16	10.39		
	5 to 7 years	95.23	9.48		
	7 to 9 years	95.42	13.14		
Managing Relations	1 to 3 years	11.27	1.39	3.80	0.01
	3 to 5 years	12.22	1.51		
	5 to 7 years	12.35	1.55		
	7 to 9 years	12.65	1.62		
Self- Motivation	1 to 3 years	16.50	1.77	0.98	0.40
	3 to 5 years	16.70	2.02		
	5 to 7 years	17.08	1.95		
	7 to 9 years	16.92	2.58		
Altruistic Behavior	1 to 3 years	5.32	0.95	3.40	0.02
	3 to 5 years	4.13	1.74		
	5 to 7 years	4.38	1.49		
	7 to 9 years	4.23	2.14		
Self- Awareness	1 to 3 years	12.18	1.22	0.54	0.65
	3 to 5 years	11.99	1.24		
	5 to 7 years	12.18	1.15		
	7 to 9 years	12.12	1.42		
Empathy	1 to 3 years	13.59	1.37	2.16	0.09
	3 to 5 years	13.18	1.70		

	5 to 7 years	13.58	1.48		
	7 to 9 years	13.88	1.82		
Emotional Stability	1 to 3 years	11.59	1.33	1.06	0.37
	3 to 5 years	11.13	1.85		
	5 to 7 years	11.50	1.68		
	7 to 9 years	11.46	2.35		
Integrity	1 to 3 years	8.55	0.96	1.69	0.17
	3 to 5 years	8.26	1.07		
	5 to 7 years	8.54	1.01		
	7 to 9 years	8.46	1.27		
Value Orientation	1 to 3 years	5.32	0.65	2.82	0.04
	3 to 5 years	4.79	0.98		
	5 to 7 years	4.97	0.81		
	7 to 9 years	4.69	1.12		
Commitment	1 to 3 years	4.91	0.75	0.98	0.40
	3 to 5 years	5.09	0.69		
	5 to 7 years	5.11	0.77		
	7 to 9 years	5.27	0.78		
Self- Development	1 to 3 years	5.23	0.92	2.98	0.03
	3 to 5 years	5.67	0.66		
	5 to 7 years	5.55	0.71		
	7 to 9 years	5.73	0.67		

Source: Survey data

Figure 1: Mean plots of dimensions of EI with work experience of the sales executives



Findings and Suggestions:

The analysis revealed that the level of emotional intelligence is different for various work experience group respondents regarding emotional intelligence dimensions viz. managing relations, value-orientation, altruistic behavior, and self-development. But there is no significant difference found in the levels of emotional intelligence about various experience groups of respondents regarding the dimensions self-motivation, self-awareness, empathy, emotional stability, commitment level and integrity. On the basis of overall emotional

intelligence analysis it was found that there is no significant difference in the level of emotional intelligence about various work experience groups of respondents. Automobile Industry should focus on developing self-motivation for completing task, improving self-awareness level so, they will make use of their own strengths and will be able to manage weaknesses under severe pressure and stress, quality of being empathetic will help them in identifying and understanding emotions of other individuals, through emotional stability they will balance way and

perceives the challenges and threats in good spirit, improved commitment level and maintaining high degree of integrity help them in enjoying win position by creating value to the organization. Management should focus on improving positive emotional intelligence power by organizing effective training and development program for better outcome of the organization as well as for the employees. The sample of the study only focused on the sales executives employed in automobile industry. The future researchers can be conducted on by selecting other population and other region.

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