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Role of Emotional Intelligence on Employees Performance in Customer Services: A Case Study of Telecom Sector of Pakistan

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Abstract: *Emotional Intelligence is an effective tool for organizational success and an important element in organization for employee engagement. Emotional Intelligence helps managers to stay optimistic, enthusiastic, and encourage and appreciate their employees to get higher degree of organizational success. This paper has aim to examine the relationship between emotional intelligence and employee performance and ultimately its impact on organizational success. For this purpose a telecom sector has been considered as case study by choosing sample respondents from five telecom organization namely Mobilink, Ufone, Telenor, Zong and Warid. Multiple linear regression techniques was used to know the impact of emotional intelligence on employees performance by using four dimensions of EI i.e. self awareness, self management, social awareness, relationship management. The overall results concludes that emotional intelligence is a vital tool having strong significant impact on both employees and organizations performance. It is also considered an important element in leadership to run any organization through effectively and efficiently.*

Keywords: *Organization Productivity, Emotional Intelligence, Performance Management, Telecom, Pakistan*

I. INTRODUCTION

Human is heterogeneous creation on earth built with different emotions and feelings like smell, touch, taste, hearing and seeing). These are the basic factors lead to success in any organization while emotions are human subconscious of perceiving others behaviors (Scot-Halsell et al, 2011). Pakistani nation is very strong in emotional sentiments due to past experiences, rituals and customs (Chaudhary, 2013). So, the role of emotions is highly active in Pakistan towards heading success in any organization to achieve goal. Successful organizations hire employees with high emotional stability while understanding self and others emotions is called Emotional Intelligence (EI). It is the knowledge of self emotions as well as others emotions and their reaction and then twist that emotional reaction in positive way to achieve organizational goal. Success depends upon the individual productive role independently in developing organizations (Khan & Asghar, 2013). Emotional intelligent ability is not intuitive but a learned behavior. So every individual plays different role according to his/her level of Emotional intelligence.

Highly emotionally intelligent people play important role in the success of any organization with smooth, happy, healthy environment with other employees to guide and lead them. While low Emotional Intelligent people take stress and slow in achieving their selected goal (Bhopatkar, 2013). Human expressions are convoluted so it's not easy to understand others expressions. These are learned behaviors from environment and used to response in difficult situations correspondence to his Emotional Intelligence. Top leading constructive companies prefer highly emotional intelligent employees in their working environment results to maximum employee engagement (Fukuda, 2011). Emotional Intelligent peoples leads smooth behaviors among the team members, helps them to achieve organizational goals Emotional intelligence is the knowledge about understanding others behavior and self emotions and utilize them in positive way to achieve organizational goal then it involves to establish relationship management (Naseer et al, 2011).

Concept of Emotional Intelligence

Various researchers and scientists worked on the very important trait like Emotional Intelligence. Goleman (1998) said that Emotional intelligence consists of four constituent's i.e. self awareness, self management, social awareness, relationship management. Sternberg (2009) describes that interpersonal and intrapersonal skills are unique and different known as 'Intelligence Quotient'. While Goleman (1998) explained that Emotional intelligence consist of four elements:

1. Self-Awareness
2. Self-Management
3. Social-Awareness
4. Relationship-Management

Emotional intelligence is more important than Intelligence Quotient. This concept explains that emotional intelligence is important with person's professional skills in his work life.

Dimensions of Emotional Intelligence

Emotional Intelligence consists of following components:

Table No.1: Dimensions of EI

Core component of EI	Competencies	Competences Described
SELF AWARENESS	Emotional awareness Accurate self-awareness Self confidence	Understanding emotions. Emotional knowledge; the ability to identify and comprehend. "Emotional chains" the transition of one emotion to another.
SELF MANAGEMENT	Emotional control Transparency Adaptability Initiative(self development) Hope	Using emotions. The ability to access an emotion and reason with it (use to assist thought and decisions).
SOCIAL AWARENESS	Consideration factors Empathy, service Organizational awareness	Identifying emotions, The ability to recognize one's own feelings and the feelings of those around them.
RELATIONSHIP MANAGEMENT	Inspiration Initiating structure Change catalyst Conflict management	Managing emotions, The ability to self-regulate emotions and manage them in others.

Self-Awareness

Self-awareness is defined as to know one's own emotions and feelings and encounter others emotions correctly according to the situation. It is the ability to know own strength and tracking the situation and using the intelligent ability. Self-awareness is about the understanding own strength and weaknesses, keeping senses alert about the situation and response rightly. It is essential factor in successful organizations. Self-awareness includes self-confidence, self-assessment and emotional intelligence. Self-awareness include handling own weaknesses and strengths and stays confident.

Self Management

Self-management is controlling emotions and handling the situation. It relates with the resilience of accepting the change and creates innovation, consciousness and understands the responsibility of emotions. It is a learned behavior that comes with the learned values, roles and responsibilities.

Social Awareness

Social awareness understands people's nature, perception, vision and thoughts and reciprocates softly. It also includes customer wants and organizational policies. A social awareness is alert senses about the opportunities and be optimistic in every situation, take task initiatives, be committed and reach the standards of excellence.

Relationship Management

Relationship management is defined as building friendly and smooth relations among all members of work. It starts from Top management then comes down towards all workers. Some components are important in relationship management that are soft skills consist of listening and behaving softly, Managing conflicts, build one to one relations, guiding employees and taking follow-up and influence others becomes visionary performer.

Objectives of the Research

1. To know the Impact of Emotional Intelligence in employee performance.
2. To give fruitful suggestions for efficient implications of emotional intelligence.

Research Hypothesis

H₁: There has been a significant Impact of self awareness on employees' performance.

H₂: There is a significant Impact of self management on employees' performance.

H₃: There is a significant Impact of social awareness on employees' performance.

H₄: There is a significant Impact of relationship management on employees' performance.

II. LITERATURE REVIEW

Owoseni and Olakitan (2014) examined that the regulations of emotions can result effective results, smooth relationship, harmony, commitment and more productivity among employees for successful organization. The results were positively correlated with emotional literacy and Transactional leadership and the Transformational leadership on EI. Sitaram and Khurana (2014) observed that EI have correlation with self efficacy than teachers having lower level of emotional intelligence. EI is important predictor of smooth work and organizational success then the individual having intelligent quotient. The results showed that EI is more important predictor than IQ and positive correlation with age and status with self efficacy while higher emotional intelligent teachers respond more quickly than lower emotional intelligence.

Gondhal and Husain (2013) explained the correlation of "IQ" and "EQ" at work place. So employees were evaluated to test these results. It was observed by IQ measures and then EQ. It was found that IQ is related to the employee's performance but not related to the employee's success while EI is integral part of employee's successful performance. Hypothesis was found that IQ is positively related to employee's performance and second hypothesis found that EI is more important factor for employee's successful performance than IQ. Interpersonal and Intrapersonal skill were found integral traits along with technical skills and EI is found as more important than IQ. Batool (2013) explained the relationship between Emotional Intelligence and effective leadership and their effect on both gender male and female. The leaders must have to work out on their important personality development like recognizing emotions, improving communication skills, how to resolve the solution, Improving social skills, improving body language, respond feelings, motivate self and others, practice to be calm, be accountable and leaders must

practice himself and then advice others. The results showed the positive impact of Emotional Intelligence on effective leadership.

Quang et al (2013) explained that this research paper Improved work engagement among employees. Employee engagement causes employ loyalty, responsibility, commitment within the organization Emotional Intelligence to perceive accurately and respond other person emotional reaction accurately. Directing next person's emotions in right way and handling the situation at workplace. Self motivation is to setting goals, stretching vision, fulfill commitment remain optimistic to achieve strategic goals. When managers are self motivated employees are self engaged. Self esteem is to consider other skills and abilities in a realistic way along with his shortcomings.

John and keyser (2013) described that Emotional intelligence was an integral part for achieving: self awareness, self management, social awareness, and relationship management. Soft skills were important along with Technical skills. Organizations build successful leadership organizations and develop successful interpersonal relations. People with High emotional intelligent create self-respect, remain calm, and build a strong bond of trustworthiness. Chaudhary at el (2013) explained that this research paper is based on the judgment of EI among students and gender. Results showed more EI in Business administration students then Telecom students and More EI found in females with love and happiness and more anger and sadness found in males with low emotional intelligence. So gender showed the mixture of Emotional intelligence. Sebaradar and Asadi (2013) described that emotional intelligence plays a vital role in your professional life and helpful in making successful career. It's an important instrument to judge the effectiveness, position, role of someone in professional life. Results showed the highest appraisal rate and highest expression of emotion while lowest rate of the utilization of emotion and highest rate of the job satisfaction with social skills.

Lazovic (2012) explored that the need of maximizing human capital by recruiting high level EI managers for any successful organization. And those High EI managers would be responsible for achieving any task by developing smooth relations along with CEO's and then with all employees makes successful leader and successful manager and then above on all successful leading organization. Shahhoseni at el (2012) analyzed that trained officers, managers in organization better leads to the efficiency and effectiveness to meet organizational goals. Today's competitive world high performers in organization are being selected for highly competitive organizations where human resource development is mainly focusing area for applying EI in managers to achieve organizational goals. Elizabeth (2011) explained Emotional Intelligence depends on basic three components i.e. 1. awareness of emotions 2. Management of emotions 3. psychological well being and Motivation and also added that Emotional Intelligent managers must have self awareness of people, emotional intelligence and control of environment.

Nowack and kneth (2010) described that Emotional intelligence played a vital role in corporation success. Emotional intelligent managers influence employee commitment, retention, gratification and stress at work. Employs with higher emotional intelligence play a vital role in organization while employees with low emotional intelligence create problem. High emotional intelligent managers are more competent at work then other managers. Today high emotional intelligent managers are in demand. Results showed that higher emotional intelligence plays healthy role in corporation while employs with low emotional intelligence create a problem. Jorfi et al (2010) described that the psychological well being of Emotional Intelligence. This research was organized to examine the impact of emotional intelligence on employees of educational organization of Iran and managers of organizational department. In today's globally succeeding world it's been greatest worry for Iran to build connection between EI and performance in Iranian educational organization. Results showed the positive correlation between EI and employee performance among the managers and employees in the educational sector of Iran.

Ramo (2009) explained the link between Emotional Intelligence and motives. Emotional competencies were tested and grouped into three levels: affiliation, power, achievement. This grouped work competency levels worked for the successful organizational challenges. It explained that work competency was analyzed by EI and motivation based literature. High level of Emotional intelligent competency promotes special skills that distinguishes average performer. Kulkarani et al (2009) described

the Impact of Emotional intelligence in promotion of managers, supervisors. They examined the low level of EI in Managers and supervisors and their impact on employee performance. Smooth work environment leads to the organizational goals. Results showed positive impact of EI on managers and supervisors. BA et al (2008) explained the relationship between employee performance and leadership styles (Transformational and Transactional) and their co-relation with Emotional intelligence. Weak literacy and new research parameters require analyzing leadership style to achieve high level of emotional potential in South African Parastatals. Results showed positive correlation of EI and Transformational leadership characteristic and negative correlation between EI and transactional leadership style and also a weak relationship between transformational leadership and transactional leadership and emotional performance.

Khasaneh et al (2007) explored that the organizations need employees with multi talented skills for their organization such as initiative skill, sympathy, leadership trait and most importantly EI skill that makes them successful in working corporations. Results showed moderate level of EI found in students so that they can enter into workplace after graduate and it was analyzed that more training programmes are the need of the times. Bulik (2005) concluded in human service jobs that training needs to enhance EI and how to deal with work stress. Subjective questionnaire was constructed in Poland to get useful results. Results showed weak correlation of EI and work stress. High EI low stress, lower effect on health, low EI more stress, more health effects. Nel and Villers (2004) explained as the ability of responding emotional reactions in productive way to direct that reaction in right direction to get positive outcome thoroughly. Highly competitive organization with high competent employees earn more reorganization and success globally rather organization with low EI competency. And it was proved the strong and positive impact of EI on employee performance and its strong need in economic sectors.

III. RESEARCH METHODOLOGY

This study is based on primary data by using independent variables (Self Awareness: S.A; Self Management: S.M; Social Awareness: S.A; and Relationship Management: R.M). A total of 230 sample respondents were chosen by using convenience sampling from five telecom companies in Pakistan namely Mobilink, Ufone, Telenor, Zong and Warid and they were those employees who worked for customer services. A questionnaire was designed to collect primary data by using five-point liker scale (ranging from 1=Strongly disagree to 5=Strongly agree). The information was collected through 36 items in the questionnaire that measured the dimensions of Employee's Performance and Self Awareness; Self Management; Social Awareness; and Relationship Management. Self awareness is explained as understanding emotions in corporations that influence employee performance good or bad at workplace. While Self management is emotional control that is using emotions at workplace right or wrong according to the strength of emotional control and social awareness is identifying emotions of employees, how to respond them correctly and above all Relationship management that is about managing emotions of the workers to attain the corporations goal. Multiple linear regression techniques have been used for this study as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

$$EP = \beta_0 + \beta_1 SA + \beta_2 SM + \beta_3 SOA + \beta_4 RM + e$$

Y= Employees' performance (E.P)

β_0 = Constant

X_1 = Self awareness (S.A)

X_2 = Self management (S.M)

X_3 = Social awareness (SO.A)

X_4 = Relationship management (R.M)

$\beta_1, \beta_2, \beta_3$ and β_4 = Coefficients or slopes of independent variables.

e = Error term

IV. RESULTS & DISCUSSION

Following are the results found:

Results of Correlation Matrix:

The objective of this paper is to find the impact of emotional intelligence on employee's performance by focusing on four elements of EI that are, self awareness, self management, social awareness and relationship management. The value of Cronbach's Alpha is found 0.87 which shows that all selected variables are highly significant. A correlation matrix is shown in Table No. 2 while regression analysis is presented in Table No. 3 as following:

Table No 2: Correlation Matrixes

Variables	E.P	S.A	S.M	SO.A	R.M
Employee's Performance (E.P)	1	0.211	0.265	0.379	0.345
Self Awareness (S.A)	0.211	1	0.509	0.267	0.265
Self Management (S.M)	0.265	0.509	1	0.301	0.298
Social Awareness (SO.A)	0.379	0.267	0.301	1	0.238
Relationship Management (R.M)	0.345	0.265	0.298	0.238	1

Source: Researchers' own Calculations

The correlation matrix presents that self awareness is significant with employee's performance but it is not found as strong predictor of employee's performance having coefficient value of 0.132. It is because of most of the employees' are not accurate in analyzing their own emotions or self assessment at work place. They just get attraction from salaries or other remunerations offered by the paint manufacturing companies and they have less confidence and practical experience while those who work at call center, business development officer, customer services consultancy and especially color consultancy need to be well aware about the emotions and how to handle them.

Results of Regression Analysis:

Table No. 3: Regression Analysis

Variables	Coefficient	St. Error	t-value	p-value
Constant	1.997	0.422	4.835	0.000
Self Awareness	0.132	0.081	1.165	0.003
Self Management	0.061	0.079	0.601	0.005
Social Awareness	0.435	0.080	5.923	0.000
Relationship Management	0.261	0.082	2.455	0.015
Dependent Variable: Employee's Performance				
R-Square: 0.582				
F-Statistics: 26.533				

Source: Researchers' own Calculations

Self Management is found significantly correlated with employee's performance but it is also not found predictor of employee's performance at t-value of 0.601 and coefficient value of 0.061. It is because of our culture and lack of personality development skills. In Pakistan, majority of the employees are not good in self management or able to handle any critical situation. They become ready to exploit their emotions at any good or bad situation which ultimately affect on their performance. In our education system, students are not taught by some personality development courses so that they can perform better in working environment therefore a fresh graduate is not capable to improve his or her personality development due to less knowledge in this subject. In any job which is related with customer consultancy needs high moral values and patience to bear customers good or bad comments if they is satisfy or unsatisfied from organizations' services. Another aspect is that the organizations provide less training to the employees to handle any unpleasant or risky situations.

A strong correlation is found between social awareness and employee's performance having good predictor of employee's performance at t-value of 5.923 and coefficient value of 0.435. A paint industry is rapidly growing sector in economy of Pakistan. A strong competition is found among all paint manufacturing companies. Most of employees give serious attentions toward these companies to do job because with knowing behavior of seniors who guide those with positive attitude may lead to success in shape of better performance.

Relationship management is found strongly correlated with employee's performance with the t-value of 2.455 and coefficient value of 0.261. Strong working relationships among the employees always lead to achieve the organizational goals. Therefore, it plays a role of bridge between organizations success. Strong communication skills of employees convince the customers and this ability enables the paint industries to get maximum market share for their survival. Hence, relationship management can be improved by enhancing communication and influencing skills of employees which ultimately lead to increase high performance.

The value of R-Square is found 0.582 which represents that 58.2% change is done by the selected variables in employee's performance while the rest of 41.8% is done by other factors that are not taken into account. The value of F-Statistics is found 26.533 at 5% level of significance which present that the overall model is best fitted.

V. CONCLUSION

This research concludes that emotional intelligence is important tool in achieving organizational success. It applies both on managers and employees in organization. Positive correlation has been found between social awareness and relationship management and a negative correlation have been observed between self-awareness and self management. It is also found that employees with intelligent quotient are not always good at workplace regarding critical situations than the employees with emotional intelligent capability and the mobilization of Emotional intelligence in tricky situations in positive way is also a challenge, keeping in mind the mutual benefit of both parties at workplace organization. Emotional competency is essential for organizational success. Employees have been found with lower grades towards emotional intelligence capability and for that reason managers should train their employees for enhancing their emotional intelligent skill. So the Emotional intelligence found to be an integral tool for efficient workforce and for organizational success.

VI. SUGGESTIONS

- » It is necessary to give preference to self directed or self motivated workers instead of unaware and unmanaged workers.
- » Some training may be provided to employees to know how to handle one's own and other emotions at any situations.
- » In education sector, personality development courses may be taught to the students so that they perform better at any work place.
- » EI may be given high preferences at customer service in telecom companies.

» Develop organizational culture that supports learning

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