

Emotional Intelligence as Related To Quality Of Life Among High and Low Performing Managers

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Abstract

The present study was designed to explore the magnitude and direction of emotional intelligence and Quality of life among high and low performing managers of the established commercial organization using correlation design followed by a t-test. To assess, the observation of the participants standardized tools have established reliability and validity were applied and the observations were analysed with the help of correlational analysis and t-test. The result found a significant and positive relationship between emotional intelligence and quality of life among high and low performing managers both, however a significant difference was observed between high and low performing managers on these variables.

Higher IQ was associated with success in academics, profession, higher performance on the job, and overall success of an individual. However, there have been instances, when an individual having a higher IQ has not done very well in personal and professional life. In a review of prior research, Hedluns and Sternberg (2000) found that Intelligent Quotient (IQ), only accounts for about 20 to 30 percent of professional success. So considering a higher IQ level as the only basis for success was challenged because it does not consider the situational factors such as environment or cultural settings.

The researchers found that the success of an individual was more related to the ability to handle his emotions and social issues more effectively than to his intellectual abilities (Riggio, Murphy, and Pirozzolo, 2002). Further emotional intelligence has attracted the attention of researchers, industrialists, and common masses, because of its claimed influence in almost every sphere of life. It was argued that those people who are self-aware and sensitive to others manage their affairs with wisdom and grace, even in adverse circumstances. On the other hand, those who are "emotionally illiterate" blunder their way through lives marked by misunderstandings, frustrations, and failed relationships.

Slaski and Cartwright, (2002), reported that managers that scored higher on emotional intelligence suffered less subjective stress, experienced better health and well-being, and demonstrated better management performance. Palmer, Walls, Burgess, and Stough, (2001) have opined that emotional intelligence was positively related to success in occupations that involve considerable reasoning with emotional information such as those involving creativity, leadership, and sales. This research evidence suggests a possible link of emotional intelligence with the quality of life as researchers have positively related it with physical health, psychological health, and social relationship of an individual.

In today's world of cut-throat competition in personal and professional life achieving these aspects of quality of life has been becoming more and more challenging. Especially, managers working in big organizations on high pay packages, sometimes realize that the highly demanding and stressful jobs are gradually deteriorating the quality of their physical health, psychological health, and social relationships. The worsening of a person's physical and psychological health will not only deteriorate the quality of life of a person but will further result in lowering the performance workplace. As lower performance is hardly tolerated in private organizations, so it may have some serious implications on a person's career. Thus a vicious circle starts in which lower quality of life adversely impacts a person's performance level and which in turn worsens a person's quality of life. So, it is evident that a person needs to take care of the aspects of quality of life and performance simultaneously.

Hence the present study is designed to see the Relationship of Emotional Intelligence with the quality of life of High and low performing managers and to see the difference between them in terms of emotional intelligence and quality of life with the following objectives:

- To explore the differences between high and low performing managers on their emotional intelligence and quality of life.
- To study the direction and magnitude of the relationship between emotional intelligence and quality of life of high and low performing managers.

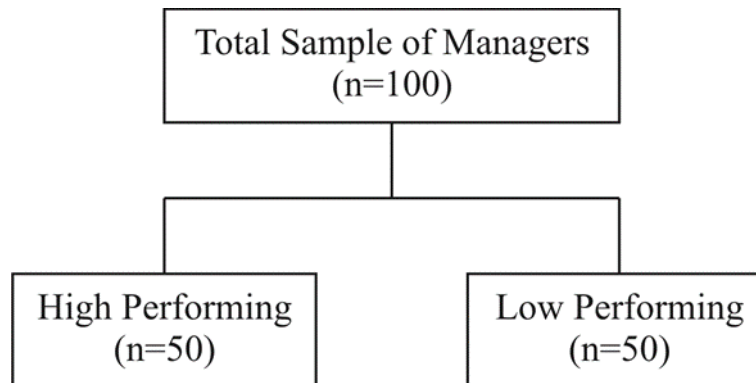
I. Methodology:

The correlational design was used to see the relationship of emotional intelligence and quality of life among high and low performing managers and is exploratory in nature followed by a t-test.

PARTICIPANTS:

For the present study participants (n = 100) were managers (defined as those who have at least two layers of subordination working under them) working in the commercial organizations of the industrial area, Mohali, Punjab. The sample was collected based on performance ratings (high and low) given by the respective organizations. In total 100 managers were selected 50 each from the high and low-performance rating of age ranged 24 to 40 years with an average age of 32 years having an MBA as the minimum qualification.

Fig. Participants of the Study



TOOL USED:

To assess the emotional intelligence of the participants, a standardized self-report measure of emotional intelligence (Nicola Schutte, John, Maloof, and Bhullar, (2007) was used in the present study termed as Emotional Intelligence Scale Test or The Schutte emotional Intelligence in earlier literature. The scale consists of four components comprising 33 items assessed on a five-point scale in total.

To measure the quality of life of managers the World Health Organization Quality of Life – BREF (WHOQOL- BREF), was used in the study. This is a self-report measure of the quality of life having four domains of quality of life comprising 26 items

II. Result And Discussion

To find the relationship of emotional intelligence, with the quality of life among high and low performing managers correlation analysis was done and it was followed by the 't' test, to see the difference between high and low performing on these variables.

The result of the study has revealed that overall emotional intelligence is positively and significantly correlated with the overall quality of life ($r=.49, p<.01$) and its sub-factors i.e. physical health ($r=.29, p<.05$) psychological health ($r=.39, p<.01$) social relationship($r=.56, p<.01$) and environment ($r=.25, p<.05$) among high performing managers. Whereas the correlation of the sub-factors of emotional intelligence i.e., perception of emotion ($r=.37, p<.01$), managing own emotions ($r=.68, p<.01$), managing other's emotion ($r=.35, p<.05$), utilizations of resources ($r=.31, p<.05$) are also significantly and positively correlated with the overall quality of life among high performing managers (See Table 1).

Correspondingly, in the case of low performing managers the correlations of overall emotional intelligence are significant and positive with overall quality of life ($r=.39, p<.01$) and its sub-factors viz, physical health ($r=.32, p<.05$) psychological health ($r=.37, p<.01$) social relationship($r=.29, p<.05$), environment ($r=.29, p<.05$). While the correlation values of the sub-factors of emotional intelligence i.e., perception of emotion ($r=.34, p<.05$), managing own emotions ($r=.37, p<.01$), managing other's emotion ($r=.36, p<.05$), utilizations of resources ($r=.30, p<.05$) are also significant and positive with the overall quality of life among low performing managers(See Table 2).

However, the result of the t-test further, revealed the significant difference between the high and low performing managers with regard to their overall

Table 1. Correlation Values of Emotional intelligence and Quality of life among High Performing Managers.

VARIABLES		Emotional Intelligence					Quality of Life				
		Perception of Emotion	Managing Own Emotion	Managing Other's Emotion	Utilization of Emotion	Overall Emotional Intelligence	Physical	Psychological Health	Social relationships	Environment	Overall Quality of Life
Emotional Intelligence	Perception Of Emotion	1	.31*	.46**	.33*	.77**	.04	.17	.29*	.12	.37**
	Managing Own Emotions		1	.44**	.38**	.71**	.53**	.53**	.60**	.33**	.68**
	Managing Other's Emotion			1	.50**	.76**	.21	.36**	.47**	.14	.35*
	Utilization of Emotion				1	.71**	.15	.29*	.45**	.16	.31*
	Overall Emotional Intelligence					1	.29*	.44**	.56**	.25*	.49**
Quality of life	Physical						1	.43**	.41**	.42**	.78**
	Psychological Health							1	.53**	.22	.74**
	Social relationships								1	.38**	.78**
	Environment									1	.67**
	Overall Quality of Life										1

* .05 level of significance
 ** .01 level of significance

Table 2. Correlation Values of Emotional intelligence and Quality of life among Low Performing Managers.

VARIABLES		Emotional Intelligence					Quality of Life				
		Perception of Emotion	Managing Own Emotion	Managing Other's Emotion	Utilization of Emotion	Overall Emotional Intelligence	Physical	Psychological Health	Social relationships	Environment	Overall Quality of Life
Emotional Intelligence	Perception Of Emotion	1	.30*	.32*	.41**	.74**	.23	.23	.11	.06	.34*
	Managing Own Emotions		1	.44**	.39**	.71**	.30*	.36*	.33*	.15	.37**
	Managing Other's Emotion			1	.44**	.75**	.19	.35*	.40**	.12	.36**
	Utilization of Emotion				1	.72**	.23	.14	.14	.30*	.30*
	Overall Emotional Intelligence					1	.32*	.37**	.29*	.29*	.39**
Quality of life	Physical						1	.49**	.39**	.57**	.80**
	Psychological Health							1	.37**	.38**	.73**
	Social relationships								1	.27	.70**
	Environment									1	.76**
	Overall Quality of Life										1

* .05 level of significance
 ** .01 level of significance

Table 3

t -Test values of Emotional Intelligence, and Quality of Life among High and Low Performing Managers

Variables		High Performing Managers		Low Performing managers		t' value
Main Variable	Sub Variable	Mean	Standard Deviation	Mean	Standard Deviation	
Emotional Intelligence	Perception of Emotion	37.94	5.07	35.88	4.10	2.23*
	Managing Own Emotion	35.50	4.59	32.60	3.19	3.67**
	Managing Others Emotion	32.04	2.79	30.80	3.53	1.95*
	Utilization of Emotion	24.80	3.61	23.76	2.48	1.98*
	Overall Emotional Intelligence	130.46	11.68	123.04	9.75	3.45**
Quality of Life	Physical Health	70.04	9.73	63.14	9.93	3.89**
	Psychological	67.14	8.81	56.96	10.63	5.00**
	Social Relationship	62.86	8.82	57.50	12.67	3.81**
	Environment	63.56	8.48	55.94	13.03	3.79**
	Overall Quality of life	262.61	26.61	249.54	34.42	4.73**

* 0.05 level of significance

** 0.01 level of significance

emotional intelligence ($t = 3.45, p < .01$) in terms of its sub-factors i.e., perception of emotion ($t=2.23, p < .01$), managing own emotion ($t = 3.67, p < .01$), managing other's emotion ($t = 1.95, p < .05$), utilization of emotion ($t=1.98, p < .05$). Besides the mean scores of the high performing managers are found higher than the mean scores of low performing managers in terms of its sub-factors viz. perception of emotion ($M = 37.94/M=35.88$), managing own emotion ($M=35.50/M=32.60$), managing others emotion ($M= 32.04/M=30.80$), and utilization of emotion ($M=24.80/M=23.76$) and overall emotional intelligence ($M=130.46/M=123.32$)(See Table 3).

While in the case of Quality of life of high performing managers (See Table 3) and low performing managers, the t values revealed the significant difference between them on their overall quality of life ($t=4.73, p < .01$) and its sub – factors viz physical health ($t=3.89, p < .01$), psychological health ($t= 5.00, p < .01$), social relationship ($t= 3.81, p < .05$) and environment ($t=3.79, p < .05$). Besides the mean scores of the high performing managers are found higher than the mean scores of low performing managers in terms of overall quality of life ($M=262.61/M=249.54$) and its sub-factors i.e., Physical health ($M =70.04/M=63.14$), psychological health ($M=67.14/M=56.96$), Social ($M= 62.04/M=57.50$), and environment ($M=63,56/ M=55.94$).

It is evident that emotional intelligence is significantly and positively related to the quality of life among high and low performing managers and high performing managers outperform the low performing managers in terms of their overall emotional intelligence and overall quality of in terms of its sub-factors. Thus, the result of the present stud revealed that the high-performing managers have higher emotional intelligence and as well as higher quality of life than the low-performing mangers and hence outperformed the low-performing managers on these variables.

The finding of the present study do finds support directly and indirectly from the earlier studies done in this area. Researchers have reported a positive correlation between overall emotional intelligence and physical health (Schutte, et al, 2007; Austin, Saklofske, and Egan, 2005; and Tsaousis and Nikolou, 2005). Trinidad and Johnson (2002) reported a negative correlation between higher emotional intelligence and the use of tobacco and alcohol. They argued that people with higher emotional intelligence can manage peer pressure more effectively to use these substances. Similarly, Brackett and Mayer (2003) also reported that emotional intelligence was negatively related to alcohol use. They further stated that people with higher emotional intelligence, do not use alcohol, as a coping mechanism to deal with emotional problems. It can further be argued that emotional intelligence might help individuals to adhere to a fitness routine and healthy diet schedule by enabling them to manage their emotions effectively. Slaski and Cartwright (2003) in a sample of managers found that training in emotional intelligence resulted in improved health and well-being.

The level of emotional intelligence not only affects a person's physical health but also plays a vital role in improving one's psychological health. Loannis and Nikolaou (2005) found that psychological health is positively related to emotional intelligence. Further, the level of emotional intelligence has been found positively associated with indicators of good psychological health. The people with higher emotional intelligence have higher life satisfaction, (Palmer, Donaldson, and Stough, 2002) and they tend to use healthier psychological adaptation and adaptive defenses while dealing with their environment, (Pellitteri, 2002).

Moreover, emotional intelligence has been found negatively correlated with indicators of poor psychological health. Matthews et al. (2006) in a study revealed that emotional intelligence is negatively associated with anxiety and stress. Dawda and Hart (2000) reported that emotional intelligence was negatively associated with depression. Ciarrochi, Deane, and Anderson (2002) found that emotional intelligence was negatively correlated with depression and argued that people with higher emotional intelligence were more willing to seek professional and non-professional help when they face an emotional problem, i.e. suicidal thoughts and depression as compared to those having lower emotional intelligence. They further stated that the inability to seek help from others, in the individual having low emotional intelligence during depressive episodes may further worsen the situation for them.

Further, emotional intelligence also influences close interpersonal relationships, as it has been found positively associated with many aspects of family relationships. Higher emotional intelligence has been found positively correlated with perceived parental warmth (Ciarrochi et al. 2000; and Mayer, Caruso, and Salovey, 1999) and lower conflicts and better quality of relationship among couples, (Brackett et al., 2005). In another study, Feyerherm and Rice (2002) reported a positive relationship between interpersonal relationships and higher emotional intelligence among children, adolescents, and adults.

Salovey, Bedell, Detweiler, and Mayer (1999) revealed that people having higher emotional intelligence responded more flexibly to change in their social environment and build supportive social networks more easily. Mestre, et al. (2006) reported that individuals having higher emotional intelligence are nominated friends more by their peers. Brackett, Rivers, Shiffman, Lerner, and Salovey (2006) revealed that people having higher emotional intelligence are perceived as more pleasant, emphatic, and more socially skilled as compared to those having lower emotional intelligence. They further argued that these characteristics of people having higher emotional intelligence make them more approachable and hence provide a better opportunity for them, to form a mutually beneficial social relationship with others in society.

In another study Brackett, et al. (2006) asserted that higher emotional intelligence leads to higher self-perceived competence in reacting to the life events of close friends. It was found that in friendship pairs, those having higher emotional intelligence gave less critical remarks on others' success which indicates their ability to manage jealousy in a better way. It was also reported that people having higher emotional intelligence, gave less destructive and passive responses during conflicts.

The results have also revealed that the environment, the sub-factor of quality of life is also positively related to the level of overall emotional intelligence among manager. An environment of an individual consists of the place where a person lives and the way this impacts a person's life. There are eight facets of this domain i.e. financial resources, physical safety and security, health and social care availability and quality, home environment, opportunities for acquiring new information and skills, participation in and opportunities for recreation and leisure, physical environment (pollution/ noise/ traffic/ climate) and transport. Although there is rarely any study linking emotional intelligence and all these facets of environment, i.e. sub-factor of quality of life, the positive relationship between the two can be explained by the fact that emotional intelligence helps a person to enhance his performance which in turn results in gains like promotion and salary increase in case of managers (Sevinc, 2001). These gains, to a certain extent, might help improve the chances of the manager to have a better quality of the above-mentioned facets of the environment.

It is clear from the above discussion that the component of quality of life in terms of its sub-factors i.e. physical health, psychological health, social relationships, and environment are positively related to emotional intelligence. Hence the result of the present study confirmed that emotional intelligence is positively and significantly related to the quality of life among high and low performing managers and there is a significant difference between High and low performing managers in terms of their emotional intelligence and quality of life.

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