

IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYABILITY OF IT PROFESSIONALS

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ABSTRACT

This paper critically analyses conceptualizations and authentic proof in support of Emotional Intelligence (EI) and its claimed role in the potential employability of the budding and working IT Professionals. EI is claimed to have an effect on a sizeable array of behaviors, as well as employee commitment, teamwork, development of aptitude, innovation, quality of accommodation, and client bond in observation. Analysis confirms that person with high degrees of emotional intelligence present plenty of abilities. Success makes more dynamic personal relationships, lead an abundance of teams, and relish higher health than those with the low EI. A phrenic conception is given to the supposed standing of EI in employment initiatives (which categorically accentuate on recruitment and placement), job performance, and satisfaction. Overall, this paper demonstrates that recent analysis has caused vital developments towards understanding the utility of EI within the workplace. The paper concludes by offering a variety of sensible pointers for the event and implementation of EI measures at IT professionals' employability.

Keywords : Emotional Intelligence, Emotional Quotient, Employability, IT Professionals.

INTRODUCTION

Emotional Intelligence (EI) is a comparatively emerging and growing space of natural process research, having caught the vision of the overall public, the industrial world, and the scientific community (Taine, 1871). The construct resonates with a current look emphasizing the consequentiality of self-cognizance and intelligence, redressing a perceived imbalance between mind and feeling within the mind (Matthews, Zeidner & Roberts, 2012; Nafukho, 2009; Petrides & Furnham, 2003; Mayer, Salovey & Caruso, 2008). Emotional Intelligence connects with many latest areas of scientific discipline, together with the neuroscience of feeling, self-regulation theory, subject areas of cognition, and the hunt for human psychological feature aptitudes on the far side

“traditional” intelligence.

Emotional Quotient (EQ) has been laid out by Mayer and Salovey (1990) in 1990 as “the subset of social intelligence that involves the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions” (p.188). In straightforward words, Emotional Intelligence assigns clever use of feelings: you influence your feelings to work for you by influencing them to manage you in a way that would unquestionably benefit you to improve your outcomes.

In today’s scenario, IT professionals require all kinds of skills, i.e. technical skills, emotional skills and communication skills. It has been discussed in the researches that the softer skills that were only understood to be necessary for

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the upper management, have now become equally important for all the levels of management (Promis, 2008). As the IT organizations are increasingly working on providing better, accurate and effective operational solutions, the development of relationship skills of these professionals to communicate and be a team-player, has become of chronical importance (Gallagher et al., 2010).

This paper tries to examine the relationship between the change in Emotional Intelligence (EI) and the Potential Employability of the IT professionals. Individuals, that are either entering in the field of Information Technology or those who are already in the IT sector, must be able to understand and work according to the needs of the new culture that is being developed in the domain to further study the implications of emotions in the IT sector's organizational behavior (Hendon, Powell &Wimmer, 2017).

LITERATURE REVIEW

It is no denying the fact that IT professionals and departments play a crucial role in connecting the organization into one consistent unit by accumulating, processing, disseminating and applying the information to solve technological, technical and creative problems of the organization (Park, Lee & Lee, 2014; Shih et al., 2014). Nonetheless, it is seen that almost all of these professionals lack even the basic interpersonal skills that can provide user satisfaction (Lie & Liu, 2014; Wilkerson, 2012).

Multiple researches have resounded that the upper level managers would rather employ people with positive emotional intelligence qualities or competency (Vaida&Opre, 2014) rather than technically strong individuals (Spath, Bauer &Praeg, 2010). They stated: "This project may take longer, but the outcome is going to be much better." (p. 176) (Hendon et al., 2017).

NEED FOR EMOTIONAL INTELLIGENCE

Intelligence Quotient (IQ) is a recognizable term for every one of us. However, today couple of administrators at work environment understands the importance of command about

the term Emotional Quotient (EQ). Emotional Quotient (EQ) is a definitively ordered plan of capabilitymanagement and expressive abilities which authorizes a person to thrive in his/her work environment and in his/her general life (Simsek&Atkas, 2013). The absence of emotionalunderstandingweakens both a person's and an organization's growth and development, and then again, the usage of Emotional Intelligence stimulates profitable results at both person's and authoritative levels. At the point when representatives use their keenunderstanding, they benefit in building a distinct intellectual team, one in which each individual assumes the charge for enhancing their own Emotional Intelligence, for using it in their judgment with other colleagues and moreover using it for the improvement of the team they work. Several researches have presented that IT professionals have had considerably greater levels of cordiality, and lower thoroughness, emotional constancy, extraversion, aggressiveness, firmness, confidence, positivity, and effort motivation (Lounsbury et al., 2014; Shih et al., 2014).

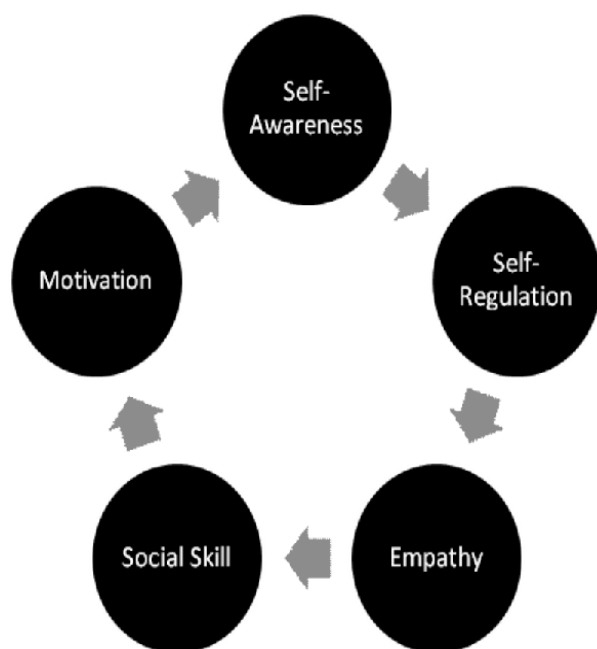


Figure 1 : The five attributes of Emotional Intelligence of any individual at a workplace.

EMOTIONAL INTELLIGENCE IN IT PROFESSIONALS

Bassellier and Benbasat (2004) have presented their viewpoints that in order for an organization to gain to extensive competitive advantage over their counterparts, they must spend a considerable amount of currency to train their IT experts and to guarantee the growth of their business (p. 677). More current researches found similar outcomes (Stevens and Norm, 2016; Marzuki et al., 2015). These papers have clearly shown that positive emotional intelligence has a positive effect on the professional's confidence, reliance on their ability and thus, their communication skills and performance.

This type of similar study has been done across the globe, as in Turkey (Çetinkaya and Alparslan, 2011; Erigüç and Serap-Durukan, 2013; Simsek and Aktas, 2013) and USA (Hurrell et al., 2013, Hendon et al., 2017), which has shown a positive influence of Emotional Intelligence on Communication Skills, Interpersonal Skills, Job Performance and Satisfaction, but it has never been explored on the IT professionals employed

in India, and thus, this paper is to fill the gap in the existing literature.

METHOD

THEORETICAL MODEL

This model was developed by Daniel Goleman (1995) as a verified mechanism to measure the required competencies for Emotional Intelligence in the workplace. Daniel Goleman first presented 'Emotional Intelligence' to a varied audience with his 1995 book. He established that although the abilities usually connected with leadership such as aptitude, willpower and vision are prerequisite for accomplishment, they are scarce. Truly effective leaders are also differentiated by extraordinary amount of emotional intelligence.

This study examined one dependent variable (Employability of IT Professionals) with a Correlation and Regression analysis, with the help of 5 independent variables (Goleman's EI Competencies), controlled by two control variables, i.e. Age and Gender of the respondents.

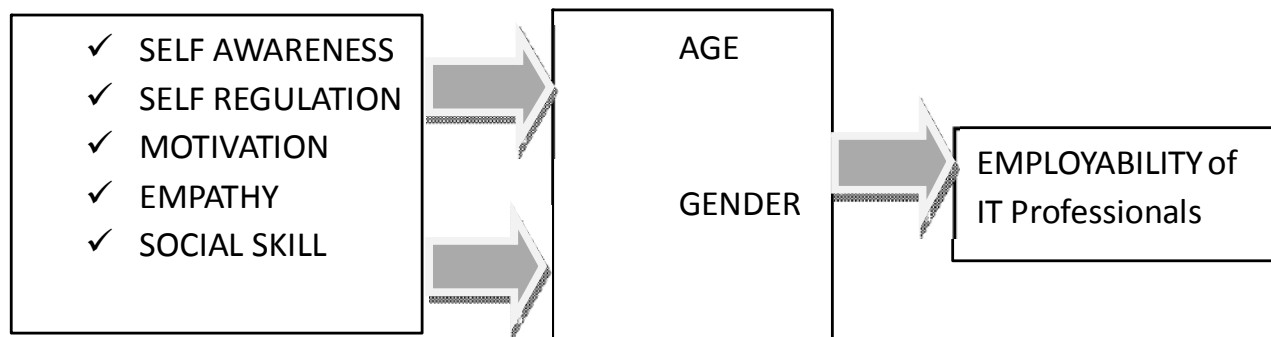


Figure 2: Theoretical Model

1. Self-Awareness : Self-Awareness can be defined as having the adeptness to appreciate one's own emotions, strengths, values and drivers and understanding their impact on other fellow members. Thinking is a facility to authentically understand who we are, why we make certain decisions, what we are proficiently adept at, and where we fall short. Identifying yourself is the first step which lets you to have an exhaustive

understanding of who you are and what you require to work on, which directly lets you to improve yourself on a traditional arrangement. In order to reach the maximum of an individual's potential, he/she must have a clear picture of the good with the dreadful.

2. Self-regulation : Self-regulation or Self-control is a competency that underlines the disciplinary level of every individual. This helps

in controlling or managing one's disruptive emotions and familiarizing to changing circumstances in order to keep the team moving in a positive direction. If a Leader loses his cool nature it will affect his team drastically. The responsibility lies with that person to no longer panic when things get stressful. When an individual stays calm and positive, it enables him to celebrate and communicate more transparently with his/her team.

3. Motivation : Drives which challenge to accomplish beyond expectations; a strong craving to accomplish goals with vitality and determination at the workplace. We always persist to be optimistic and overcome disappointment without defeat.

4. Empathy : Empathy is the competence to accurately assess the other person or the group and respond accordingly. The first step towards skillful expressive conduct is unreserved understanding or awareness. Without empathy, a person will have difficulty in sustaining relations. There can be no empathy without self-grasp of one's emotions; however, one must relate the situations others are going through on a personal level.

5. Social Skill : Unless and until you are attentive of the various changes that are affecting you, you cannot make any deep connections with others. As many of us have a plethora of responsibilities and obligations binding upon us we incline not to care for perceptions and we escape them, but building and maintaining relationships can avail a person to gain higher emotional astuteness. The facility to efficiently communicate and appropriately manage relationships can avail an individual and a team to move towards achieving desired objectives.

DATA

Our data originates from a set of budding professionals spread throughout the IT technical institute. The institute functions in a highly competitive and dynamic segment of the Information & Technological sector. The data is collected in a period of 3 months and the sample

size is collected is 128. Our units of observation were those professionals who are in their last year of study and we omitted from the analysis those people who were in their previous years or were already employed in professional organizations.

RESEARCH METHODOLOGY

This study revolves around the demographics of India, concentrated in the Northern region, and the sampling unit covers professionals from 18 to 38 years, focusing on the IT professionals, selected through Convenience Sampling Technique.

The data is collected by conducting Survey Questionnaire with the help of "Leadership Toolkit (LAL) Emotional Intelligence Questionnaire", developed by LAL and NHS, London, and all the data used is collected by floating the questionnaire and collection of primary responses.

This scale is a 15-item response set, covering and focusing the five broad competencies, measured on the 5-point likert scale. A selection of 1 indicates "it does not apply to you" and 5 indicates "it always applies to you". Thus, it creates 5 subsets of 3 questions each, and after the received response set, each subset is then added up to give the total score of the respondent. This data can then be analyzed in SPSS for obtaining informative results.

HYPOTHESIS

We sought to demonstrate that Goleman's theory of emotional intelligence and our variables' effect on our employability is essentially correct. Our central hypothesis is, therefore:

H_1 : There is no direct impact of individual emotional competencies on Employability of IT Professionals.

RESULTS

The first step done in the analysis was to remove the inconsistency of the data, and it was done by removing the samples which were not present in the three standard deviations of the

study. Therefore, after the data cleaning, the sample was reduced to 106 responses. The further analyses were done in consideration with these 106 sample size.

Table 1 shows the reliability statistics with the help of Cronbach's Alpha. This measurement scale is used to find out the strength of internal consistency. This was found to be extremely satisfactory as the value of this reliability statistics came to be 0.983 (N=106, n=6), meaning that the study accurately measured the variables of our interest.

Table 1: Reliability statistics of the variables
Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.983	1.000	6

The next table, Table 2, shows the central tendencies using the descriptive statistics of the independent variables. The table clearly state that the initial assumption of the study stands

correct. The table shows that all the variables have almost the same impact on our study variable, with the highest mean being of Self-Awareness (11.45), with Social Skills being close second (11.42). The lowest mean is observed to be of Motivation (9.97), but it is not far behind.

Table 2: Descriptive Statistics of the antecedents of Emotional Intelligence
Descriptive Statistics

	N	Mean	Std. Deviation
Self-Awareness	106	11.45	2.648
Self-Regulation	106	10.96	2.567
Motivation	106	9.97	2.958
Empathy	106	11.04	2.338
Social Skills	106	11.42	2.398
On a scale of 1 to 5 (Excellent to Poor), do you think your employability has improved?	106	3.46	.997
Valid N (listwise)	106		

Table 3: Correlation Analysis between the variables

		Correlations					On a scale of 1 to 5 (Excellent to Poor), do you think your employability has improved?
		Self-Awareness	Self-Regulation	Motivation	Empathy	Social Skills	
Self-Awareness	Pearson Correlation	1	.712**	.442**	.476**	.314**	.270**
	Sig. (2-tailed)		.000	.000	.000	.001	.005
	N	106	106	106	106	106	106
Self-Regulation	Pearson Correlation	.712**	1	.392**	.400**	.266**	.230*
	Sig. (2-tailed)	.000		.000	.000	.006	.018
	N	106	106	106	106	106	106
Motivation	Pearson Correlation	.442**	.392**	1	.189	.337**	.360**
	Sig. (2-tailed)	.000	.000		.053	.000	.000
	N	106	106	106	106	106	106
Empathy	Pearson Correlation	.476**	.400**	.189	1	.357**	.054
	Sig. (2-tailed)	.000	.000	.053		.000	.584
	N	106	106	106	106	106	106
Social Skills	Pearson Correlation	.314**	.266**	.337**	.357**	1	.172
	Sig. (2-tailed)	.001	.006	.000	.000		.078
	N	106	106	106	106	106	106
On a scale of 1 to 5 (Excellent to Poor), do you think your employability has improved?	Pearson Correlation	.270**	.230*	.360**	.054	.172	1
	Sig. (2-tailed)	.005	.018	.000	.584	.078	
	N	106	106	106	106	106	106

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

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

These variables can also be seen to have a consistent central tendency, with all of the independent variables being within the range of 2nd and 3rd Standard Deviation, implying that the values of these variables lie within 95-99.7% of all the population.

The next table, i.e. Table 3 explains the correlation analysis between the antecedents of Emotional Intelligence and Potential Employability. It can be seen that all the variables are low to moderately correlated, hence the condition of multicollinearity is ruled out (Neter et al., 1996). It was also apparent that there are no major violations for conducting multiple regression analysis. It was interesting to see that

even though some of these variables were highly positively correlated, none of the variables were highly correlated with our dependent variable, i.e. Potential Employability of these professionals. These findings are supported in the previous literatures (Hendon et al., 2010; Marzuki et al., 2015).

After finding the correlation amongst the variables, the logical step of analysis was to find the cause-effect relationship amongst the variables. It was done with the help of multiple regression, which is shown in Table 4. In this, the antecedents of Emotional Intelligence were regressed with Employability of the employees, which helped us to map the hypothesized relationships.

Table 4 : Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.393 ^a	.154	.112	.939

a. Predictors: (Constant), Social Skills, Self-Regulation, Motivation, Empathy, Self-Awareness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.104	5	3.221	3.650	.004 ^b
	Residual	88.245	100	.882		
	Total	104.349	105			

a. Dependent Variable: On a scale of 1 to 5 (Excellent to Poor), do you think your employability has improved?

b. Predictors: (Constant), Social Skills, Self-Regulation, Motivation, Empathy, Self-Awareness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.933	.579		3.340	.001
	Self-Awareness	.057	.053	.150	1.061	.291
	Self-Regulation	.016	.052	.042	.316	.753
	Motivation	.093	.036	.277	2.602	.011
	Empathy	-.046	.046	-.108	-.991	.324
	Social Skills	.024	.043	.059	.568	.571

a. Dependent Variable: On a scale of 1 to 5 (Excellent to Poor), do you think your employability has improved?

In this study, it can be seen that Self-Awareness, Self-Regulation, Social Skills and Empathy show statistically insignificant results. Out of these, Empathy showed negative and statistically insignificant results, whereas others showed positive but statistically insignificant results. This is contradictory to the previous literatures as Goleman (1995) showed that all these variables have statistically significant impact on the behavior of the employees, but none of the studies worked to find the employability of IT professionals and its potential impact by Emotional Intelligence.

CONCLUSION AND FUTURE WORK

An IT professional is adapting to a lot of consciousness; he/she is managing their responses and is acting from being reactive to being proactive. In the trendy organization, leadership isn't focused to those with management titles.

Everyone holds a capability to produce a leader anywhere. A key aspect of leadership is delegated by being capable to make relationships, foster collaboration, communicate and influence others. This requires that you simply are balanced, that the positive aspects are increased and also the negative aspects are recognized and predicted. It needs one to be receptive to the concepts of others, to not feel vulnerable by the sight of others.

It needs them to feel sufficiently assured in their own skills, thus to steer once and step backward and allow others to steer. These are the items which tend to help as they build long-term relationships that, in turn, give the resources to realize outcomes. Being emotionally aware isn't straightforward. One has to be compelled to act upon it constantly. Our brains tend to lead to 'fight or flight' mode terribly simply, inflicting us to react before we've got time to say. By being alert to those trigger points, help in dealing and reducing possible negative reaction. This paper has looked into the meaning of Emotional Intelligence, the dimensions of it and to test the Emotional Intelligence and its effects on the life and employability of IT professionals. Due to these critical factors, an individual would be able to

succeed in a dynamic business environment such as Information Technology and its allied services. The further study can be done on sector-specific domains and how it can impact their employability. The extended research on this study can be to find out the reasons why these variables have had statistical insignificance and how it can be mitigated and manipulated to find more productive outcomes.

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