
Emotional Intelligence in Service Sector: An Inter-industry Comparison

Padmalita Routray

Reader and Supervisor, Department of Business Management, Fakir Mohan University, Balasore

Ashok Kumar Dash

Assistant Professor, School of Management, Ravenshaw University, Cuttack

Pragnya Paramita Ray

Research Scholar, Department of Business Management, Fakir Mohan University, Balasore

Abstract

Service sector enjoys a separate status in India due to its higher share in the economy. Managing self and others is a crucial skill that improves service delivery in these industries. The present paper focuses on the EI level of employees across industries on components like Self-awareness, Self-regulation, Self Motivation, Social Awareness and Social Skills. From the study it is found that inter industry difference exists in all components of EI except social skills. The research findings reveal that people working in telecommunication industry are better in EI followed by banking and hotel industries. These three industries fall into one category where the EI is high. The power sector and health sector fall into the other category where the EI is low.

Keywords: Emotional Intelligence, Service Industries, Competence Based HR System

Introduction

Human interaction in service industries is an important dimension that leads to superior customer experience. Employee competency is a key determinant in service quality which differentiates service providers in an industry. Changing business environment creates pressure on the organizations to focus upon the quality of the customer experience in order to maintain competitive positioning. This is particularly important in those circumstances where services fail.

Emotional Intelligence is especially important in the service sector where employees interact with customers more frequently. Appropriate employee behaviours create climate of service. According to Goleman, 'Emotional intelligence matters twice as much as technical and analytic skill combined for star performances,' 'And the higher people move up in the company, the more crucial emotional intelligence becomes.' In contrast to IQ (or pure cognitive capacity), which remains relatively fixed throughout one's life, "emotional intelligence develops with age and experience from childhood to adulthood" and, through effort, can be improved at any age (John Mayer as quoted in Goleman 1998). For most people, emotional intelligence grows steadily with advancing maturity, particularly as people learn (1) to become more aware of their emotions, especially distressing ones, (2)

to become more empathetic with others, and (3) to handle difficult social situations and relationships. It is important to note that different kinds of emotional competence are required by different industries, organizations, and jobs and thus, individuals who improve their emotional intelligence and emotional competence in ways that match the demands of their work situation can be expected to raise their job performance.

Review of Literature

The work of Thorndike (1920) identified social intelligence as one of the important aspects of intelligence that speaks on the ability to understand and manage people. Based on the work of Thorndike, Gardner(1983) developed concept of multiple intelligence where emotional intelligence was also recognized as important one. Salovey and Mayer (1990) proposed emotional intelligence as a subset of social intelligence. They described emotional intelligence as involving abilities that may be categorized into five domains: (a) self-awareness, (b) managing emotions, (c) motivating oneself, (d) empathy and (e) handling relationships. Studies of close to 500 organizations worldwide, reviewed by **Goleman(1998)**, indicate that people who score highest on EQ measures rise to the top of corporations. 'Star' employees possess more interpersonal skills and

confidence. Goleman (1995, 1998) is one of the earlier proponents of the mixed model of emotional intelligence. Weisinger (1998) looked at emotional intelligence in the organizational context. He identified emotional intelligence as intentionally making your emotions work for you by using them to guide your behavior and thinking in ways to enhance your results.

Langhorn (2004) investigated the contribution of the General Managers Emotional Intelligence as measured by the Bar-On-EQI to the overall performance of the outlets under their direct control. Naeem et. al (2008) reviewing various literature have identified the following:

- For creating and maintaining climate of high quality service in the organization, emotional intelligence is considered most important element as its skills can be learned and practiced by the employees.
- Emotional intelligence helps employees in learning service skills that ultimately results in job success.
- The delivery and performance of services can be enhanced by linking them with the emotional intelligence skills.
- Emotional intelligence leads to employee satisfaction, customer satisfaction and customer loyalty in the service sector, hence its presence is considered very important among the service providers.
- In the recruitment and training process, emotional intelligence plays important role as employees are selected and developed for better service quality on the basis of emotional intelligence skills.
- Emotional intelligence and service quality are positively related as they both are vital for increasing performance, efficiency and customer loyalty in the long run.
- Emotional intelligence is considered an important tool for increasing service performance and team effectiveness.

A study conducted by Scott-Halsell et. al (2008) in hospitality industry reveals that professionals working in it possess above average emotional intelligence level. Study conducted by Shazad et. al. (2011) in Pakistani Telecom sector revealed a positive and significant relation between emotional intelligence and employee performance. Prentice & King (2011) in a study of sample of 152 casino frontline employees in a large Australasia-based casino identified that EI is a significant predictor of the service performance of casino frontline employees for the high-roller market. Service organizations need to plan the emotional content and context of their operations or brands and decide how the environment and personal interactions will look and feel in pursuit of that design. Joseph & Newman (2010) conducted a meta analysis and revealed that mixed model of EI is supported more empirically and was found to be the predictor of job performance and it is higher where high emotional labour is required.

Goleman (1998) adapted Salovey and Mayer's (1990) model as a basis for his discussion of the theory of emotional intelligence and its implications for everyday life including the world of work. He adapted Salovey and Mayer's emotional intelligence model to develop five emotional and social competencies: self-awareness, self-regulation, motivation, empathy and social skills. Each of the five elements of emotional intelligence corresponds to a number of corresponding emotional competencies. Self-Awareness was the hallmark of superior performance (Boyatzis, 1982). Individuals with high self awareness perform at superior level often become the star employees of the organization (Kelly, 1998). Being able to regulate emotions especially during conflict, pressure, stress and deadlines facilitates the smooth progress of the project and promotes positive, effective working relationships with other team members and clients. Goleman (1998b) explains that handling emotions and putting the task first rather than emotions aids in the attainment of the required goal. In the occupational environment, self-regulation involves repressing personal needs and feelings and controlling impulses in favor of organizational needs (Matthews *et al.* 2004). Goleman (1998b) and Lanser (2000) propose that motivation is another essential element of emotional intelligence that pushes us forward through the positive and negative aspects of working life by showing initiative, perseverance and dedication, as well as being goal orientated, focused and proactive. The fourth aspect of emotional intelligence i.e. empathy as pointed by Goleman (1998b) contends that understanding and interpreting colleagues' feelings and being able to identify with their feelings on issues through understanding their perspective and cultivating rapport with people from different 'walks of life'. The ability to empathize with others in the workplace is important when problems require accepting conflicting opinions; empathy constitutes the basis for mutual trust and acceptance, which is crucial, for example, when initiating radical changes in an organization. Social skill, another aspect of emotional intelligence is essential for the development of positive, effective relationships with colleagues and the ability to interact with team members to deter conflict, be aware of, ease and dissipate underlying tensions that can accumulate and have a negative impact on working relationships and project success. Team members need to be able to stimulate cooperation, collaboration and teamwork through well-developed social skills (Goleman, 1998b).

Key Research Issues and Objectives

Emotional Intelligence is an important ingredient in creating a successful organization and such intelligence becomes more crucial when an organization is operating in service sector. Demanding customer and stiff competition creates a challenge for the organization to deliver quality service to retain customer. Employees who act as contact point between organization and customer requires skills to manage self and others in different situation. Keeping these facts in view the present study aims at identifying the level of emotional intelligence possessed by the employees working in the service

industries and its relationship to various personal and organizational factors. The specific research objectives are:

1. To identify EI competencies levels among the respondents, across the industries.
2. To find out the extent to which emotional intelligence vary across different service industries on components of EI i.e. self-awareness, self-regulation, self-motivation, social awareness, and social skills.

Method of Study

This study is to measure emotional intelligence of the executives working in service sectors in Odisha. For this, the business houses from banking, telecommunication, hotel, power (distribution function) and health sectors are only considered since these cover a significant portion of the service oriented business. Five major factors/components like Self Awareness, Self Regulation, Self Motivation, Social Awareness and Social Skills have been chosen.

Hypotheses of the Study

Hypothesis 1: The five components of Emotional Intelligence (Self-awareness, Self-regulation, Self-motivation, Social Awareness and Social skills) are correlated with each other.

Hypothesis 2: The Emotional Intelligence level is different across the industries under study.

Research and Sample Design

The research design used to test the hypotheses of this study is descriptive. The target population of the study was those in different managerial positions in service organizations viz. banking, telecommunication, hotel, power distribution and health organization. The respondents were usually taken from three levels i.e. frontline executives, middle level executives and senior executives belonging to different functional area. Stratified Random Sampling technique was used in this study to cover different service industries, various levels, job profiles, different age group, different gender etc. A total of 500 questionnaires were collected by personally administering the questionnaire to the managers working in service sector like telecommunication, banking, hotel, power and health industry. The data were collected through questionnaires using stratified random sampling procedures. A total of 500 questionnaires were collected by personally contacting and administering the same to the executives working at different industry. A total number of 50 questionnaires from health organisations, 50 questionnaires from power distribution companies, 50 from hotel industries, 150 from telecommunication companies and 200 from banks were collected. Proportionate samples were collected keeping in view the number of organizations/companies existing in each industry located in Odisha. Adequate care was taken by

the researcher to cover samples representing both the gender, executives working at different level and functional area.

Instrument

The instrument used in this study is a self report one having three segments. The first segment describes personal characteristics of the respondents and includes item like gender, age, education and years of experience. This part also elicits information on position held, industry to which respondents belong and the job profile of the respondents. Second part of the instrument contains some items relating to competence based HR practices prevailing in the organization. Third part of the instrument contains twenty nine items describing various components of EI. As stated earlier, self-report test is used, this typically involves individuals making a judgment about self. Based on Goleman (1998) model of emotional intelligence and work of Singh(2006) 30 statements clustered around five components viz. Self-awareness, Self-regulation, Self Motivation, Social Awareness and Social Skills were developed by researchers. The same instrument were recorded in a five-point Likert scale (from strongly agree to strongly disagree).

Sources of Data and Methods of Data Collection

Secondary data were collected from the articles/research papers, company websites and through a search made using the search engines of electronic databases such as EBSCO, Proquest and Emerald Full Text. Primary data were collected through administration of questionnaire to employees of different banks, telecom service operators, hotels, power distribution companies and hospitals in Odisha. The researcher concentrated more in Bhubaneswar and Cuttack city as many of the companies of the industry under the survey are located in these areas. However, other cities of the state are also covered to some extent by the researcher.

Data Analysis

Data were analyzed through the SPSS program using ANOVA, Correlation analysis, and t-test. Pearson Correlation Coefficient was used to assess the relationship between components of EQ. ANOVA was used to test differences of EI across service industries. Second, the EI levels in total and component wise were calculated for each industry and the differences across gender was tested using t-test. Similarly, differences across age, education, experience, position and functional job area is determined using one way ANOVA.

Description of the Process and Methods

Gender, age, education, experience, position and functional job area were taken as criteria to investigate the responses towards various aspects of emotional intelligence across the sector.

Table 1: Responses Towards Various Aspects

Variables	Categories	Health	Power	Hotel	Telecom	Banking	Total	Percent
Gender	Male	34	39	30	99	152	354	70.8
	Female	16	11	20	51	48	146	29.2
Age	20-29 yrs	25	15	23	60	63	186	37.2
	30-39 yrs	19	27	21	72	89	228	45.6
	40-49 yrs	6	8	6	18	36	74	14.8
	>50 yrs	0	0	0	0	12	12	2.4
Qualification	Grad.	8	7	10	30	32	87	17.4
	PG	34	30	18	75	132	289	57.8
	Prof.	8	13	22	45	36	124	24.8
Experience	<5 yrs	17	10	28	93	92	240	48
	5-9 yrs	19	18	16	42	48	143	28.6
	10-14 yrs	8	17	6	15	32	78	15.6
	>14 yrs	6	5	0	0	28	39	7.8
Position	Front Exec.	13	8	16	36	28	101	20.2
	Mid. Exec.	31	33	34	99	160	357	71.4
	Sen. Exec.	6	9	0	15	12	42	8.4
Job classification	Operation	8	14	6	18	56	102	20.4
	HR	7	16	12	27	48	110	22.0
	Cust. Care	17	8	16	39	44	124	24.8
	Sales	6	7	6	33	24	76	15.2
	Finance	12	5	10	33	28	88	17.6
Total		50	50	50	150	200	500	
Percent		10	10	10	30	40		

Five major factors of emotional intelligence namely self-awareness, self-regulation, self-motivation, social awareness & social skills were chosen. For measuring each factor, few statements were asked to the respondents. The scores towards each question are obtained through 5 point likert scale and they are quantified as **strongly agree (1), agree (2), neither agree / disagree (3), disagree (4) and strongly disagree (5)**. Criterion-wise behaviour of these factors may depict the desired inferences. The mean score of the respondents towards these statements were converted to a composite mean score and these scores were taken for further statistical calculations. The respondents profile given in table 1, shows the sample characteristics. The respondents profile constitutes 10

percent respondents from health organizations, 10 percent respondents from power distribution organizations, 10 percent respondents from hotel industries and 30 percent respondents from telecommunication sectors and 40 percent respondents from banking industries out of 500 respondents.

Role of Competence in HR System

The role of HR system in identifying and developing people by creating competence based HR system is very crucial in service sectors. To assess this aspect, few questions were asked to the respondents and the responses are given in the following tables. These questions were given to identify whether competence based HR system is prevailing in the organizations.

Table 2: Prevalence of Psychometric Test

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	44	8.8	8.8	8.8
	No	456	91.2	91.2	100.0
	Total	500	100.0	100.0	

From Table 2 it is found that most of the respondents have not gone through any psychometric test during the

selection process. Such test enables to assess the competencies of the candidates appearing for the selection test.

Table 3: Rating of Competencies in Appraisal

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	421	84.2	84.2	84.2
	No	79	15.8	15.8	100.0
	Total	500	100.0	100.0	

However, most of the executives opined that rating of competencies is being done in the appraisal, which is evident from Table 3. As regards types of competencies,

57 per cent respondents said that behavioural competencies are appraised where as 27.2 per cent said that only technical competencies are appraised.

Table 4: Types of Competencies in Appraisal Rating

	Competency	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tech.	136	27.2	32.3	32.3
	Behav.	285	57.0	67.7	100.0
	Total	421	84.2	100.0	
Missing	System	79	15.8		
Total		500	100.0		

Similarly, the respondents opined that pay for competencies are also prevailing in the organization, which is evident from Table 5.

Table 5 : Prevalence of Pay for Competencies

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	478	95.6	95.6	95.6
	No	22	4.4	4.4	100.0
	Total	500	100.0	100.0	

Scale Reliability & Descriptive Statistics

In order to test the reliability of the items for measuring

emotional intelligence, Cronbach alpha has been calculated which is shown in table 6.

Table 6: Reliability Statistics

Cronbach's Alpha	N of Items
.615	5

From the table 6 it is evident that Cronbach alpha for the items like self-awareness, self-regulation, self-motivation, social-awareness & social-skills of emotional intelligence is found to be 0.615 which is quite satisfactory. The reliability (Cronbach alpha) for the self-reported scales vary from 0.62 to 0.87 with a sample size 500 or above. Further, Goleman approach to EI is rather comprehensive and applicable in work settings, because it contains main

competencies that are required for emotionally intelligent behaviour. In order to have a better view of the sample, the descriptive statistics for the entire sample are first calculated which are presented in the table 7. From the table it is evident that the respondents score are good on different factors of emotional intelligence. As stated earlier 1 is rated as high score and 5 is rated as low score.

Table 7: Descriptive Statistics for individual Factors of Emotional Intelligence

Components	N	Minimum	Maximum	Mean	Std. Deviation
Self Awareness	500	1	5	1.99	.465
Self Regulation	500	1	3	2.12	.331
Self Motivation	500	1	5	2.08	.388
Social Awareness	500	1	3	2.15	.338
Social Skill	500	1	5	2.31	.484
Emotional Intelligence	500	1	3	2.13	.256

Correlations between Different Factors (Components) of Emotional Intelligence

In order to find whether the factors/components of EI are correlated with each other, Pearson's correlation coefficient was calculated for the whole population (500

cases) which is presented in table 8. The null hypothesis "The five components of Emotional Intelligence (Self-awareness, Self-regulation, Self-motivation, Empathy and Social Awareness) are not correlated with each other" is tested.

Table 8: Correlations between Different Factors (Components) of Emotional Intelligence

Components	Self Awareness	Self Regulation	Self Motivation	Social Awareness	Social Skills
Self Awareness	1	.544	.259	.253	.126
Self Regulation	.544	1	.326	.278	.110
Self Motivation	.259	.326	1	.167	.151
Social Awareness	.253	.278	.167	1	.355
Social Skills	.126	.110	.151	.355	1

From the table 8 it is observed that none of the correlation coefficients is more than 0.6 and neither significant. By this it may be inferred that there is no pair of factors having acceptable relationship and hence all the factors cited above are independent of each other.

Emotional Intelligence Level Across the Service Industries

Each of the industry under study is unique in its own way of operation and with regards to dealing with people.

For some industries like hotel and health care, high service orientation and frequent customer contact are required than telecommunication, power or banking industry, due to the fact that in the later case, products and service components both decide the success of the company. Therefore, to test whether the perception on EI level by the respondents are same or different across the industry one-way ANOVA has been applied. The null hypothesis tested here is “there is no significant difference in Emotional Intelligence level across different industry under study”. The results are shown in table 9.

Table 9(a): Descriptive Statistics of EI and its Components Across Industry

Components	Sectors	N	Mean	Std. Deviation	Std. Error
	Power	50	2.17	.378	.053
	Hotel	50	1.89	.431	.061
	Telecom	150	1.88	.422	.034
	Banking	200	2.01	.512	.036
	Total	500	1.99	.465	.021
Self Regulation	Health	50	2.36	.286	.041
	Power	50	2.29	.309	.044
	Hotel	50	2.07	.248	.035
	Telecom	150	2.06	.342	.028
	Banking	200	2.07	.319	.023
Self Motivation	Total	500	2.12	.331	.015
	Health	50	2.18	.238	.034
	Power	50	2.17	.266	.038
	Hotel	50	2.16	.278	.039
	Telecom	150	1.99	.539	.044
Social Awareness	Banking	200	2.08	.313	.022
	Total	500	2.08	.388	.017
	Health	50	2.48	.350	.049
	Power	50	2.30	.306	.043
	Hotel	50	2.16	.415	.059
Social Skill	Telecom	150	2.06	.359	.029
	Banking	200	2.10	.233	.016
	Total	500	2.15	.338	.015
	Health	50	2.30	.199	.028
	Power	50	2.32	.251	.036
Emotional Intelligence	Hotel	50	2.21	.426	.060
	Telecom	150	2.30	.741	.060
	Banking	200	2.36	.320	.023
	Total	500	2.31	.484	.022
	Health	50	2.30	.196	.028
	Power	50	2.25	.210	.030
	Hotel	50	2.10	.267	.038
	Telecom	150	2.05	.314	.026
	Banking	200	2.12	.191	.013
	Total	500	2.13	.256	.011

Table 9(b): One- way ANOVA (interaction between EI factors and Industry)

Components	sectors	Sum of Squares	df	Mean Square	F	Sig.
Self Awareness	Between Industry	6.003	4	1.501	7.280	.000
	Within Industry	102.043	495	.206		
	Total	108.045	499			
Self Regulation	Between Industry	5.392	4	1.348	13.518	.000
	Within Industry	49.358	495	.100		
	Total	54.749	499			
Self Motivation	Between Industry	2.454	4	.614	4.174	.002
	Within Industry	72.769	495	.147		
	Total	75.224	499			
Social Awareness	Between Industry	8.165	4	2.041	20.637	.000
	Within Industry	48.961	495	.099		
	Total	57.126	499			
Social Skill	Between Industry	.946	4	.236	1.008	.403
	Within Industry	116.111	495	.235		
	Total	117.056	499			
Emotional Intelligence	Between Industry	3.219	4	.805	13.523	.000
	Within Industry	29.459	495	.060		
	Total	32.678	499			

Table 9(c): Duncan's Multiple Range Test on Self Awareness

	Industries	N	Subset for alpha = 0.05	
			1	2
Duncan ^{a,b}	Telecom	150	1.88	
	Hotel	50	1.89	
	Banking	200	2.01	
	Power	50		2.17
	Health	50		2.19
	Sig.			.100

Table 9(d): Duncan's Multiple Range Test on Self Regulation

	Industries	N	Subset for alpha = 0.05	
			1	2
Duncan ^{a,b}	Telecom	150	2.06	
	Hotel	50	2.07	
	Banking	200	2.07	
	Power	50		2.29
	Health	50		2.36
	Sig.			.781

Table 9(e): Duncan's Multiple Range Test on Self Motivation

	Industries	N	Subset for alpha = 0.05	
			1	2
Duncan ^{a,b}	Telecom	150	1.99	
	Banking	200	2.08	2.08
	Hotel	50		2.16
	Power	50		2.17
	Health	50		2.18
	Sig.			.163

Table 9(f): Duncan's Multiple Range Test on Social Awareness

	Industries	N	Subset for alpha = 0.05		
			1	2	3
Duncan ^{a,b}	Telecom	150	2.06		
	Banking	200	2.10		
	Hotel	50	2.16		
	Power	50		2.30	
	Health	50			2.48
	Sig.			.084	1.000

Table 9(g): Duncan's Multiple Range Test on Social Skill

	Industries	N	Subset for alpha = 0.05	
			1	
Duncan ^{a,b}	Hotel	50		2.21
	Health	50		2.30
	Telecom	150		2.30
	Power	50		2.32
	Banking	200		2.36
	Sig.			

Table 9(h): Duncan's Multiple Range Test on Emotional Intelligence

	Industries	N	Subset for alpha = 0.05		
			1	2	3
Duncan ^{a,b}	Telecom	150	2.05		
	Hotel	50	2.10		
	Banking	200	2.12		
	Power	50		2.25	
	Health	50		2.30	
	Sig.			.095	.192

Table 9(a) shows the descriptive statistics of EI and its components. From table 9(b) it is observed that there is significant variation ($P < 0.05$) in emotional intelligence that exist between the industry and in some of its factors. From table 9(b) it is evident that significant differences exist between the industries so far as self-awareness, self-regulation, self-motivation and social awareness are concerned. Since all these components are quite related to the fact that the persons working in various sectors are different in terms of their socio-demographic characteristics and other personality factors. However, there is no significant difference found between the industries so far as social skills are concerned. This may be due to the fact that service industries basically require high level of inter personal skills and high level of social skills on the part of the employees irrespective of the industries to which they belong. Similarly difference in self-motivation is there because some industries always try to link reward with performance, individual aspiration level is different and other motivational factors are different. From table.9(c) it is found that employees of telecom, hotel and banking industries are similar in their EI level and they are better than power and health industry. Similar results are found for self regulation (Table 9d). So far as self motivation is concerned telecom industry employees are better than other industry (Table 9c). However, all the industries are same so far as social skills are concerned. In case of social awareness, telecom, banking and hotel industries' employees are

similar and are different from other two industries viz. power and health. Health industries' employees are least on social awareness level as evident from table 9 (f). Analyzing total EI level through table 9 (h) one can find that telecom, banking and hotel industry fall into one category and power and health into a different category.

Discussion

Emotional intelligence plays an important role in creating better service provision. Different service industries and organizations can have their distinct identity because the individual differences are created by service providers. Service providers competencies can be different because of the inter industry and intra industry differences. The present study has tried to capture these aspects. Further, the researcher has also made an attempt to determine the impact of HR System in creating and nurturing competency. Service industry, being more customer-intensive requires high level of networking, organizational awareness, empathetic ability, high communicating and influencing ability to become more people focused. Goleman (1999) asserts that EI, not IQ, predicts workplace success. The study has tried to find the impact of EI in different service industries across five components of EI viz. self awareness, self regulation, self motivation, social awareness and social skill. In general, from the whole sample it is observed that EI level is fairly good.

However, from the study it is found that each of the components of EI is independent and not having any kind of correlation with each other. People's self awareness level is high followed by self motivation, self regulation, social awareness and social skills.

From the study it is observed that EI across the industries are different and individual component wise industries are different from each other except in case of social skills. Social skills are found to be low in comparison to other skills. But from the research it is evident that social skills are extremely important in increasing service orientation (Goleman, 1998). From the analysis it is revealed that employees of telecommunication industries are better in their EI level followed by banking and hotel industries though the difference is not found to be significant. Power and health industries fall into one category though health industry employees are less on EI level.

Managerial Implications

The results of the study suggest that development of EI in work place requires organizational philosophy that values the use of EI in the workplace. Second, development of EI should be an ongoing process where "Competency based HRM" programmes should be part of the organization. The study suggests that service industries being more customer oriented requires more contact with customers. People working in these industries can be evaluated in terms of their EI maturity level and thus appropriate weight may be assigned while designing recruitment system, training system, appraisal and reward system. Unlike traditional IQ which to some extent have fixed characteristics, EI is considered as a learnable intelligence (Goleman, 1998). Application of EI in a high IQ population may yield the best results because IQ when combined with EQ can lead to success.

Limitations of the Study

The aim of the study was to explore the emotional intelligence of managerial employees across service industries. However, few emerging industries in service sectors have been included. In future, wider range of organizations may be included to generalize the results. Since each industry was found to be different from other industry in terms of EI, individual analysis within industry should be examined across gender, age, education, experience, ranks and job classification. Further, this study reports the EI level of the respondents with a medium sized sample not drawn from exclusive industry rather across the industries. Large sample drawn from single industry can give more accurate results. Linking EI with performance variable at team and organizational level has been excluded. Particularly at organizational level linking EI of service employees with customer satisfaction can be highly essential to improve service quality which can be explored further. Despite these limitations, the study provides an insight into the EI of managerial employees working in service industries in Indian context. The studies have also measured the

effect of various socio-demographic and job related variables on EI. The study was primarily concerned with examining the importance of EI in service sector by examining its inclusion in designing and implementing HR system and linking it with individual performance.

Scope for Future Research

The present study have just tried to measure the EI level through self report method and a linkage has not been made with socio-demographic profile and job profile of the managerial employees working in service sector in Odisha. The socio-demographic aspects can be more explored and its impact on individual, team and organizational performance can be studied keeping EI as the central theme. The present study has explored EI by considering Goleman's model. However, other models like Bar-on model, model developed by Salovey & Mayer, Hay group etc. can also be explored. Similarly, self report measures for reporting EI skills are being used in the current study as suggested by Boyatzis(1991). However, validity of the results can increase if we go for multi-rater as each rater sees several aspects of a person from different perspective. Usually 4 to 5 raters are recommended. Further, future research can also find the difference in self and others' rating across socio-demographic variables. In the present study few individual performance variables are used. In future study more performance variables along with team and organizational variables can be taken into consideration and the impact of EI can be tested. This will be more accurate if individual industry will be given more importance. Since the present study has already highlighted the importance of EI across service industries, concentrating on individual industry will help to have a microscopic view of single industry so far as impact of EI is concerned.

Conclusion

In recent times, emotional intelligence has been hailed by both academicians and practitioners as a soft skill that is critical for managers to succeed in their professional roles. Considerable research interest is seen today in the hitherto neglected area of human emotions and their impact at the workplace. The high EI individual most certainly can better perceive emotions, use them in thought, understand their meanings and manage emotions better than others. Solving emotional problems requires less cognitive effort for the individuals. The high EI person is drawn to occupation involving social interaction is less apt to engage in problem behaviors and tend to be more open and agreeable than others scores of professionals who participated in the study are good. Professional longevity of many of the participants may also be indicative of a successful career. They obviously have career commitment as well as service orientation to stay in the industry. The workplace is an ideal environment for people to develop their social and emotional skills, as individuals are motivated to develop those capabilities in pursuit of success and promotion. The concept is equally important to employers, as their bottom-line productivity rests on the

emotional intelligence of the whole organization. When executives and employees work to improve capabilities in areas in which they are weakest, it benefits the entire organization, improving communication and increasing productivity.

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