

THE EFFECTS OF EMOTIONAL INTELLIGENT MANAGER'S ON SUBORDINATE'S WORK ATTITUDE AND WORK OUTCOME

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Abstract

Emotional intelligence competency of managers to understand their own emotions, and those of the people they work with, is the key indicator of better business performance and its sustainable growth. This study attempts to empirically examine the impact of emotional intelligent managers on work attitude and work outcome of subordinates. This study reveals that subordinates working under the managers with high emotional intelligence show favorable work outcome and display positive work attitude.

Keywords: Emotional Intelligence, Subordinates, Work Attitude, Work Outcome.

JEL Classification: Z000

Introduction

The construct of emotional Intelligence was evolved in mid-1990's by (Salovey & Mayer, 1990) and got popular through (Goleman, 2006): "Why it can matter more than IQ?". Since then this concept is widely studied in the areas of management, leadership styles and organizational behavior. Emotional intelligence could be defined as the consciousness and capability to manage one's emotions in a healthy and productive manner. Emotional intelligence also defined as the individual's ability to attain maximum benefit from his/her emotions by having a deep understanding the impact of his emotion around his surrounding people. Salovey and Mayer (1990) defined emotional intelligence in simple words as "The part of social intelligence that includes the capacity to examine the feeling and emotions of one's own and others', to distinguish between these and to utilize the information in the benefit of one's thinking and actions". Wong and Law (2002) had comprised the EI in four components of capabilities that are assessment and evaluation of emotion (own and others) and efficient utilization of emotions and emotional management (own and others). Therefore, individual's build

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build strong relationship by having a deeper understanding about how people perceive and respond to his/her feeling and emotions.

Emotions at works place impacts the motivational and work related intellectual abilities which ultimately influences the individual social and performance behaviors. A great deal of attention is paid to the contribution of EI to the individuals' personal lives (Mayer, Roberts, & Barsade, 2008). The integral role of EI in the workplace has been identified. Researchers have shown that increase in EI has a positive impact on work outcomes, like career measures, transformational leadership, successful job interviews and high performance of the job (Day & Carroll, 2004; Joseph & Newman, 2010; Mayer et al., 2008; O'Boyle, Humphrey, Pollack, Hawver, & Story, 2011; Sy, Tram, & O'hara, 2006; Wong & Law, 2002). Studies also suggest that EI leads to increase in job satisfaction and perceived organizational justice and also causes low turnover intention and burnout (Carmeli, 2003; Gerits, Derksen, & Verbruggen, 2004; Law, Wong, Huang, & Li, 2008; Law, Wong, & Song, 2004; Meisler, 2013; Sy et al., 2006; Wong & Law, 2002). Emotional intelligent people are usually productive in nature and successful in most of things they do for themselves and people around them. They are the top priority of every team. The highly emotional intelligent people always get good result from others because they are clear in their thinking and actions while others get stressed while doing the similar task. They are cool headed rather than anxious. They handle the critical situations in effective manner. The philosophy of positive and negative emotions prevails in the organizational culture are the most important area of concerns since strong relationship exists between Emotional intelligence and work success. Furthermore, Emotional Intelligent Supervisor builds a positive work environment which ultimately leads to enhance the organizational performance. Several researches have established the relationship of EI with leadership technique and its outcomes (George, 2000; Harms & Credé, 2010), whereas the rest of the studies had examined the relationship of EI with work outcome of employees (Carmeli, 2003; Law et al., 2004; O'Boyle et al., 2011).

The main objective of research is to examine whether emotional intelligent manager can build subordinates work attitude and work outcomes in the organization or otherwise. Work attitude comprises of employee performance, job satisfaction, affective organizational commitment, work family conflict and job involvement. The work outcome involves work achievement, supportive social context and job enrichment of employees.

Literature Review

The capability to maintain reliable relationship and to build effective communication with others are essential elements for impressive job management. These social skills may also be called as "socio-emotional" or "human relations skills". These interactive conversational capabilities relate to the managers competence to build moderate, non-directive and trustworthy relationship with subordinates. Ibarra (1995) suggested that interpersonal competencies are primarily focused on office management however, less attention has been paid to the constructed definition and authentication,

especially with the appreciation to the softer characteristics of socio-emotional expertise's which are observing, interpreting and others. In short, emotional intelligence is the capability of an individual to perceive, control and guide one's own and other's emotions according to the environment.

All in all, emotional intelligent individual is skillful enough to identify and utilize one's own and other's emotional conditions to solve problems and monitor performance (James & Tetrick, 1986). Boyatzis (2009) defines EI in respect of capability and expertise and provide a different description relating to the concept. The researcher describes EI aptitude as the capacity to identify, empathies, development and utilization of his own emotional intellect which guides towards the effective performance. Furthermore, the usage of emotional information relating to others is also a source of effective performance. O'Boyle et al. (2011) gave suggestion for further studies by including the coincidental aspects that influences workplace development and also consider the whole construct while relating to the dependent variables. Such as, rather than considering the impact of EI on employee performance, other variables like organizational citizenship behavior and deviant workplace behavior are also being tested along with performance (O'Boyle et al., 2011). Rosete and Ciarrochi (2005) suggested that leaders having an ability to recognize their own emotions are positively linked to the effectiveness of actual performance of leaders. Furthermore, leader's ability to distinguish other people's emotions is also an evaluator of performance. Ashkanasy, Härtel and Daus (2002) highlight that transformational leadership is similar to the facets of EI, as the transformational leaders taking care of employee needs, inspire them emotionally and equip them with challenging goals. Mandell and Pherwani (2003) empirically establish that overall EI traits have a positive relationship to the usage and implementation of styles of transformational leadership. The theories of transformational leadership also suggest that the capacity to perceive others' emotions is a compulsory expertise for persuasive leaders (Bass & Avolio, 1994). Judge, Piccolo, and Kosalka (2009) also express the dark side of leader trait by including the negative effects such as dominance, narcissism, hubris and Machiavellianism. Conversely, Lindebaum and Cartwright (2011) also paying attention towards the opportunity that by hiring the employee having remarkable emotional intelligence might not provide fruitful benefits to the cooperation due to lack of ethical behavior. Furthermore, it is also helpful in employing negative behavior with the organization. This "dark side" of EI is neglected by most of the researchers. In short, Walter, Cole, and Humphrey (2011) suggest through a research support that EI enables us to develop better understanding regarding specific leadership behaviors, leadership emergence and leader's effectiveness.

There is a little research between the relationship of leaders' EI and its impact on subordinates work attitudes. Bono, Foldes, Vinson, and Muros (2007) provide evidence that a leader has an influence on subordinate actions at work. Literature suggests a positive relationship of leaders' EI with job performance, and job satisfaction of subordinates. Wong and Law (2002) have also developed a positive relationship of managers' EI with subordinate's job satisfaction. This finding is further supported by Sy et al. (2006) who establish that self-perceived EI managers has positive effect on subordinate job performance and job satisfaction, having independence of subordinates "Big Five"

personality characteristics. In addition, they also strongly recommended the positive impact of and Managers' overall EI on subordinate work attitude, as that subordinates with low EI profited from the leaders, EI.

- **Work attitudes** are the set of one's belief, attachment and feelings towards his/her job. The four potential facets of work attitudes are job involvement, work family conflict, organizational commitment and job satisfaction.
- **Job satisfaction** is the feeling of employees, either positive or negative, towards their work. There are many aspects of job satisfaction depending upon the feeling of workers. In short, the term reward could have a different meaning for different individuals. The variables that affect the satisfaction level of employees include interesting work, job security, appreciation, salary, promotion, growth opportunities, and better working conditions.
- **Job involvement** is defined as the degree of worth that is assign to an individual to perform his duties in existence. It is the affiliation that an individual has with his job. Work involvement is an idea which differs from the ethical work and refers to an opinion that work is compulsory, and people must indulge in it for their development. The concept of Job involvement also varies from organizational commitment and job satisfaction. Job involvement is the degree of importance given by person to his work in authenticity whereas the job satisfaction is a belief of employee to what extent he satisfies from his job. Furthermore, the stickiness that an employee feels with the organization is known as Organizational commitment whereas job involvement is supplementary for the main assigned work (Huber, 1991).
- **Organizational commitment** has mainly emphasized on attitude of employees towards the whole organization. However, a strong relationship has been found between organizational commitment and job satisfaction, but recent studies suggest that organizational commitment causes job satisfaction. Although, various studies consider job satisfaction and organizational commitment differently due to recession trends which is natural thing for the organization (Wilk, Desmarais, & Sackett, 1995). Affective commitment is the positive emotional attachment of employees with the organization. In affective commitment employees strongly identify the goal of the organization and desire to remain its productive part.
- **Work outcomes** are the consequence of working in the organizational settings.
- **Work achievements** are the title and awards that are attained without any regular work-related responsibility. This can be attaining leadership roles, training new employees, go beyond project goals and meeting project target regularly.
- **Supportive social contacts** means a healthy work environment that promotes social wellbeing by

helping others. Every individual in the social contact is cared for, give and take assistance from others and desire to be a part of social contact. The organizational support and co-workers assistance has a positive implication on employees' work.

• **Job enrichment** involves various work practices, i.e. self- heading for teams, information sharing, excellence circles, information sharing and others. One main objective of job enrichment is to motivate employees and take suggestions for improving the productivity, safety and quality of products. The degree to which freedom of work given to the employee will leads to more job satisfaction, reduce recruitment and training expenditure and improve job performance. The main advantage of job enrichment is to expand the job through multi-tasking and to form strategy for effective monitoring. This will ultimately lead to increase in work output but has no effect on job satisfaction. Job enrichment also raise the motivation level of employee at workplace. Motivated employee always performed their tasks in efficient manner and always tried to discover creativity at the workplace instead of others. In 1980's, organizations set a theory of redesigning jobs, implementing personality-managed teams and creates employee's contribution programs like excellence circles. Enriched job has numerous task but it is ambiguous whether it positively affect the employee job satisfaction or otherwise? (Tiegs, Tetrick, & Fried, 1992).

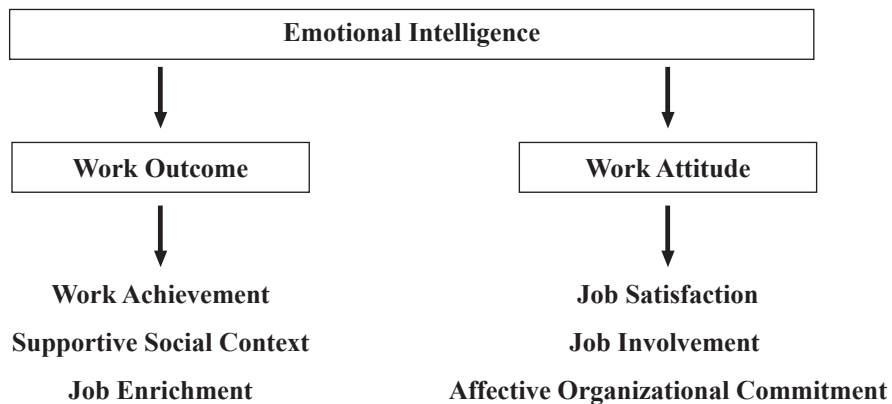


Figure 1: Research Model

Research Hypotheses

- H1:* Emotionally intelligent managers have a significant impact on subordinate's work outcome.
H1₁: Managers with great Emotional intelligence significantly impacts the subordinate's work achievement.
H1₂: Managers with great Emotional intelligence have a significant effect on subordinate's supportive social context.

- H1₃*: Managers with great Emotional intelligence impact's significantly on subordinate's job enrichment.
- H2*: Emotionally intelligent manager's subordinates show positive work attitude at work place.
- H2₁*: Managers with great Emotional intelligence significantly impacts the subordinate's job satisfaction
- H2₂*: Emotionally intelligent manager's subordinates show positive impact on job involvement.
- H2₃*: Managers with great Emotional intelligence impacts significantly on subordinate's affective organizational commitment.

Method of Data Collection

The respondents of this study were employees and their supervisors from the banking sector in Karachi. Questionnaires were developed and provided to the respondents at their office premises during work hours on working days of the week. The respondent when provided with questionnaire were briefed that this study was meant for research purpose and had nothing to do with their employer and employment.

Measures of Data Collection

In this study, questionnaire was use as a tool to measure the effects of manager's emotional Intelligence on subordinate's work attitude and work outcomes. The questionnaire comprises of two components. The initial section consists of emotional intelligence of managers and later section based on the work attitude and work outcomes of employees working under them. Seventeen questions, included to measure the emotional intelligence, were taken from Psychology Today (Psychologtoday, 2003). The second part of questionnaire which was consisted of employees work attitude and work outcomes was related to employees work attitude was adopted from Minnesota scale of satisfaction (Martins & Proença, 2012).

Sampling Technique

In this study, for analysis a sample size of 250 questionnaire were collected through convenience sampling from both managers and their subordinates employed in various banks of Karachi, Pakistan.

Pilot-Testing

The pilot-testing was conducted on survey instrument with sample size of 50 respondents. The basic purpose of pilot testing is to identify whether the items of an instrument is easy to comprehend and according to the understanding level of its respondents. The results of pilot testing reveal that respondent found the questionnaire not only easy to comprehend but also enjoyable.

Furthermore, reliability test of a questionnaire was also checked through Cronbach's Alpha.

Analysis and Results

Emotional intelligence of the managers showed positive impact on the work outcome of the subordinates with ($\beta=1.35, p\text{-value}= 0.000$ and $R^2=90\%$) while it showed slightly negative impact on work attitude of the subordinates with ($\beta=-0.35, p\text{-value}= 0.04$ and $R^2=17\%$). Sub-dimensions of work outcome and work achievement of subordinates were also regressed upon emotional intelligence and to test the remaining hypothesis. One dimension of work outcome, "job enrichment", got positive impact by emotional intelligence of the managers with ($\beta=1.22, p\text{-value}= 0.000$ and $R^2=65\%$) and the remaining two, "work achievement" and "supportive social context" got no impact at all. Contrary to the main dimension work attitude, the emotional intelligence of the managers significantly improved a sub-dimension "the affective organization commitment" with ($\beta =0.54, p\text{-value}= 0.034$ and $R^2=10\%$,) while it showed no impact on "job satisfaction" and "job involvement". Values of R^2 and opposite signs of β reflects that, in banking industry of Karachi, focus of the managers is more on work outcome instead of work attitude. This leads to work involvement and helps the subordinates to enhance their job enrichment.

Conclusion and Future Recommendations

This study has revealed that emotional intelligence of the managers is of immense importance to improve the work outcome and work attitude of the subordinates. An emotionally intelligent manager is helpful in job enrichment, is useful to improve the effective organizational commitment. As work achievement, supportive social context, job satisfaction and job involvement are personal traits of subordinates, this might be a reason that emotional intelligence of the managers has no impact on these traits. Supportive social context and Job involvement can be investigated as mediating factors to study work outcome and work attitude. This work can be extended to other financial and non-financial institutes to explore such relations.

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