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RESEARCH ARTICLE

IMPACT OF WORK EXPERIENCE ON EMOTIONAL INTELLIGENCE AT WORKPLACE

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Abstract

Emotional Intelligence is recognized as a fundamental factor liable for deciding achievement in professional and individual life. The present research study focused on exploring the impact of working experience on emotional intelligence dimensions. An individual having high emotional intelligence demonstrates more prominent capacity to see and comprehend his own and other's feelings and have the capacity to oversee and manage his feelings. So on the above setting the purpose of the present assessment is to find the impact of work experience on emotional intelligence dimensions (Self awareness, Self regulation, Motivation, Social awareness and Social skills,) taken for the investigation. An institutionalized tool ie Questionnaire is utilized to lead the investigation among 300 workers of Public sector undertaking in Uttarakhand State. The data is dissected and analyzed with help of SPSS software and result showed that the duration of service plays no significant role on emotional dimensions except social awareness dimensions.

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Introduction:-

Emotional intelligence is a term that has pulled in expanding consideration and appreciated a vigorous resurgence over a wide scope of controls including the management, psychology and health sciences. The usefulness of the emotional intelligence construct is increasingly asserted in terms of bringing more balanced view of intertwined role of cognition and emotions in influencing life outcomes. This is in contrast to traditional conceptualizations of cognition and emotion as discretely independent and the overstated importance of cognitive intelligence in predicting work success (Cherniss, 2001). Emotional intelligence has along these lines gotten progressively prominent as of late because of the conviction that the advantages of intellectual intelligence have been exaggerated and that there is a need to test the more extensive of psychological mechanism enable people to prosper in their lives and in their employments. The intrigue of Emotional intelligence is additionally grounded in the view that emotional quotient not at all like IQ, is probably going to be all the more similarly conveyed crosswise over socio-social gatherings and that its capabilities can be learned with certain researchers differentiating the supposed malleability of emotional intelligence with the relativity of IQ (Mathews et al.,2003). Emotional Intelligence has gotten very well known inside the fields of Management and Organizational psychology since it is thought to underlie different parts of work environment execution and achievement aspects of workplace performance and success not accounted for by traditional intelligence measures or personality. Emotional intelligence is influenced by many factors in the organization especially demographic factors (gender, age, educational qualification, work experience). The present study intends to explore the impact of work experience on emotional intelligence among the executives in the organization.

Emotional Intelligence and Work Experience

It is observed that as the employees work experience in the organization increases they become more mature in

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context to EQ. Their stay in the organization for more years allows them to enrich their knowledge and skills in their expertise areas by applying analytical and technical skills which leads to increases the IQ level but above all work experience of employees also expands the horizon of emotional stability by controlling and regulating the emotions as well as employees learn to handle different situations which is the most important requisite for employees effective behavioural aspect which leads to productive performance.

In working with emotional intelligence, Daniel Goleman writes “our level of emotional intelligence is not fixed genetically, nor does it develop only in early childhood. Unlike IQ, which changes little after our teen years, emotional intelligence seems to be largely learned, and it continues to develop as we go through life and learn from our experiences. Our competence in it and can keep growing. In fact studies that have tracked people’s level of emotional intelligence through the years show that people get better and better in these capabilities as they grow more adapt at handling their emotions and impulses, at motivating themselves, so at motivating themselves and at honing their social adroitness. There is an old fashion word for this growth in emotional intelligence i.e. maturity.”(1998,pg 7).In concurrence with Goleman declaration between emotional intelligence and work experience there is research which proposes that there is a positive relation between emotional intelligence and work experience.

Review Literature:-

Salovey and Mayor (1997) accepted that matured and experienced individuals have more emotional intelligence which substantiates which proves it as capacity more than personality traits. They concluded that emotional intelligence increases with age and experience. Adeyemo (2008) conducted a an investigation among 215 labourers in selected organizations in Oyo state Nigeria, in which work experience was found to have noteworthy prescient impact on Emotional intelligence. Min J.C. (2010) findings demonstrated that huge contrast exist in emotional intelligence in relation to duration of service. Mishra and Mohapatra (2010) done an examination among 90 executives found work experience to be positively connected with emotional intelligence wherein experienced had essentially higher emotional intelligence scores in contrast with less experienced executives. Kumar J.A. and Muniandy B.(2012) A research directed among the polytechnic lecturer in Malaysia found that lecturers emotional intelligence level was normal while work experience of lecturers significantly influence the essentially impact the degree of emotional intelligence. Previous studies Hosseini A. and Rao T.V. Ananda (2013) had indicated that there was no significant difference among the employees in context to the work experience. In simultaneousness with Vanishree M (2014) employees working in IT area have no huge connection between their emotional intelligence score and length of duration of service. Shukla and Srivastava (2016) revealed that age, education, annual income and work experience found significant positive relationship with emotional intelligence. .Pooja and Kumar (2016) among Indian service sector employees inferred that emotional values differ according to work experience. Nagar (2017) concluded in his investigation that there is critical effect of work experience on emotional intelligence. He revealed that the emotional intelligence of branch managers has been found to be increasing with their increasing years of work experience.

Research Objective:-

To study the impact of work-experience on various emotional intelligence dimensions among the levels of executives.

Hypothesis:

The duration of service will have significant effect on emotional intelligence dimensions i.e self awareness, self regulation, motivation, social awareness and social skill.

Research Methodology:-

In the present study ex post factor research method is used to find the impact of work experience on emotional intelligence among the executives for Public Sector Undertakings. The correlation research design is used as the present study finds out the impact of work experience on Emotional Intelligence.In the present study a sample of 300 respondents including both male and female executives of state and central public sector undertakings in Uttarakhand were taken as sample for study.

Quota sampling is used for the study to ensure that adequate representation is given to respondents (executives) across various age groups, organizational hierarchies, organization types.The organization has been categorized into two categories i.e. central and state public sector undertakings

Central public sector undertakings comprises of Bharat Electricals Ltd, Kotwadar unit (BEL) , Bharat heavy Electricals ltd (BHEL) Haridwar, Oil and Natural Gas Corporation Head Office Tel Bhavan and KDMIPE Dehradun (ONGC) , Tehri Hydro Development Corporation (THDC) Corporate Office, Rishikesh and Bhagirathi Puram New Tehri .

State public sector undertaking comprises of Power and Work Development Corporation (PWD) Dehradun and Uttaranchal Power Corporation Ltd (UPCL)

Sample Size

The universe of the study consists of 300 executive's i.e. E1-E9 belonging to Lower level (E1-E3), Middle (E4-E6) and High level (E7-E9) executives. The sample comprises of both male and female executives with different groups for duration of service.

Table 1:- Duration of the Service of Respondents.

Duration of Service	No. of Respondents	Percent Value
Up to 10 years	47	17.20
11-20 years	122	44.70
21-30 years	100	36.60
30 and more years	04	01.50
Total	273	100.00

In the above table the executives up to 10 years of service were 47(17.20%), the number of executives between 11-20 years of service were 122 (44.70%) then 100 hundred executives were from the 21-30 years of experience and only 4 executives were from 30 and more year of experience.

In the present study the data was collected from the different questionnaire namely:

1. Personal Data Schedule
2. Emotional Intelligence Questionnaire: Shailendra Singh (2004) based on model of emotional intelligence given by Goleman (1998)
3. Procedure of Data Collection
4. All the respondents were explained in detail about the basic purpose of this study and reasons for conducting these tests on them. 'As per availability of time and convenience of the respondents, questionnaire in the study contains Personnel data schedule and emotional intelligence dimensions schedule.
5. Statistical Treatment of the Data

Descriptive statistics was employed to organize, summarize, interpret and communicate the quantitative data into some meaningful information. ANOVA (Analysis Of Variance): is used to find out the significant effect.

Analysis and Interpretation:

Duration of service will have significant effect on the dimensions of emotional intelligence. In the present study, Goleman emotional intelligence dimensions were taken for the study are self awareness, self regulation, motivation, social awareness and social skills.

Table 2:- Significant effect of Duration of service on emotional intelligence dimension i.e Self Awareness.

Work Experience	Upto 10 years	11-20 years	21-30 years	31 and above	Total	F value	Significance	
Self Awareness	Mean	47.95	48.09	47.72	47.03	47.83	.249	.862
	N	47	121	97	31	296		
	SD	5.54	7.13	5.66	5.94	6.29		

In the above table it is seen that the self awareness level of executive's is highest in the work experience of 11-20 yrs of experience (48.09) followed by up to 10 years of experience (47.95) and 21-30 yrs (47.72) and lowest in 31 and above (47.03) which is significant at F-value of .249 and in p value of 0.862.

Table 3:- Significant effect of Duration of service on emotional intelligence i.e. self regulation.

Work experience	Up to 10 years	11-20 years	21-30 years	31 and above	Total	F value	Significance	
Self Regulation	Mean	46.95	45.82	45.87	45.80	46.01	.441	.724
	N	47	122	100	31	300		

	SD	5.34	6.78	5.19	7.08	6.09		
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The above table depicts that the self regulation level of executive's is highest in the work experience upto 10 yrs (46.95) followed by 21-30 yrs (45.87) and 11-20 yrs (45.82) and lowest for 31 and above (45.80) which is significant at F- value of .441 and in p value of 0.724.

Table 4:- Significant effect of Duration of service on emotional intelligence i.e. motivation.

Work experience		Up to 10 years	11-20 years	21-30 years	31 and above	Total	F value	Significance
Motivation	Mean	46.87	46.09	46.64	48.12	46.60	.905	.439
	N	47	122	100	31	300		
	SD	5.13	6.74	6.00	6.96	6.29		

In the above table it is seen that the motivation level of executive's is highest in the work experience of 31 and above yrs of experience (48.12) followed by upto 10 years of experience (46.87) and 21-30 yrs (46.64) and lowest in 11-20 yrs of work experience (46.09) which is significant at F-value of .905 and in p value of 0.439.

Table 5:- Significant effect of Duration of service on emotional intelligence i.e social awareness.

Work experience		Up to 10 years	11-20 years	21-30 years	31 and above	Total	F value	Significance
Social Awareness	Mean	43.95	45.43	45.05	46.90	45.22	1.504	.213
	N	47	121	98	31	297		
	SD	6.08	6.40	5.38	7.48	6.17		

Social Awareness: The above table depicts that the social awareness level of executive's is highest in the work experience of 31 and above (46.90) followed by 11- 20 yrs (45.43), 21-30 yrs (45.05) and lowest for up to 10 years of work experience (43.95) which is significant at F-value of 1.504 and in p value of 0.213.

Table 6:- Significant effect of Duration of service on emotional intelligence i.e social skill.

Work experience		Up to 10 years	11-20 years	21-30 years	31 and above	Total	F value	Significance
Social Skills	Mean	45.40	45.41	45.53	47.16	45.64	.711	.546
	N	45	115	99	31	290		
	SD	6.40	5.71	6.44	6.52	6.15		

In the above table it is seen that the social skill level of executive's is highest in the work experience of 31 and above (47.16) followed by 21 to 30 years of experience (45.53) and 11-20 yrs (45.41) and lowest in up to 10 years of experience (45.40) which is significant at F-value of .711 and in p value of 0.546.

Discussion:-

In the present study the impact of duration of service on dimensions of emotional intelligence is seen as depicted in above tables.

Self Awareness and Duration Of service: In regard to the self awareness level of executives and work experience of executives it seems that the work experience plays no significant role in shaping an executive self awareness level. It shows indicative significance .The clarity of values and goals of executives change significantly with increasing work experience. It was seen that the executives perceive their values and goals more clearly when new to organization and although it dips with increasing experience only to increase again with more experience .Executives when new to organization perceive to believe more reason for their mood, this takes a downturn with increasing experience. However, with increased experience their perception to understand the reason for their mood was highest. This difference was of indicative significance.

Self Regulation and Duration Of service: Length of service plays no significant role in shaping an executive self regulation level. Self regulation levels of executives dwindle with increasing work experience but with no significant implications.

Motivation and Duration Of service: Length of service plays no significant role in shaping an executives motivation level but is of an indicative implication observed for few items. Executives tend to learn to mobilize others through enterprising efforts as they gain experience in organization. Executives with an experience of 20

to 35 tend to demonstrate higher mobilizing efforts than less experienced ones or even ones in the final years of their service. The results revealed that those executives who have joined the organization in recent years were more liable to take an initiative for a dialogue to start a new adventure. This was considerably higher for executives with about 5 years of experience or less. As they gain more experience their initiation for new adventure mellows down and remains steady for rest. Determination to initiate an activity and to complete it also seems to be significant difference with changing work experience. It was seen higher for executives with more than 5 years of experience but less than 35 years of experience and highest for executives with 30 to 35 years of experience and for executives in the final years of their retirement was the least. An indicative significance was established for executives scanning the environment to seize the new opportunity. This is seen more in case of executives in mid ages of their experience in the organization than ones who has recently joined or those who are in the final years of retirement.

Social Awareness and Duration Of service: Length of service plays a significant role in shaping an executive's social awareness. This is established significantly for item 04 and has indicative. Ability to sense the feelings of others was seen primarily in case of executives with 20 to 30 years of experience and it was significantly higher than executives with lesser or more years of experience. Executives in-between 15 to 35 years of experience believe that they can easily identify the power centre in the organization that other experience groups. But this difference is of indicative significance only.

Social Skills and Duration Of service: Duration of service plays no significant role in shaping an executives' social skill level. Social Skills of executives dwindle with increasing work experience but with no significant connotation.

Limitation of the study:

In the present study many of the shortcomings may have crept in for many unwanted reason and circumstances. The research conducted among executives in central and state PSU's in Utrakhand region and Therefore the conclusion and analysis drawn are limited to public sector enterprises. It may not be correlated or extended in totality to private sector enterprise and organization. Public sector enterprises have their own organizational pursuits and job specification for employees which appear a bit contrast to private sector specifications. Thus we can-not conclude the present study for private sector as a whole but may seem to grasp identical links that suffices requirement for private sector. The employees in public sector undertaking to a greater extent belong to Uttaranchal region. Hence we may find regional ethos, culture, traditions, values and morals influencing executive's workplace behavior and attitude.

Conclusion:-

All emotional intelligence dimensions taken in the study plays significant role in shaping the organization competency among executives.

In today's era when organizations are working in a globally and competitive environment, it is imperative that the demographic factor like work experience should be managed effectively. IQ can no longer ensure success for an individual or an organization. Competencies like self awareness, self regulation, motivation, social awareness and social skills play a very integral role. Thus the present study reveals interesting findings that EI components (self awareness, self regulation, motivation & social skills) do not have significant difference on work experience except the social awareness dimension which is inferred that ability to sense the feelings of others was seen significantly.

Future Work:-

As the role of Emotional Intelligence in the organization is quite significant and influenced by many factors so it is pertinent to see the impact of demographic variables i.e. Work experience on Emotional Intelligence. In similar context the present study would be more extensive if the impact of (One of the most important demographic variable) on Emotional Intelligence would be studied across the different levels of Executive's hierarchy in the organization. It would be beneficial for the organization to know the effect of Emotional Intelligence dimensions on the executive's tenure in the organization.

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