

AN EMPIRICAL STUDY ON EMPLOYEE COMPETENCE IN RELATION TO EMOTIONAL INTELLIGENCE IN BAHRAIN

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Abstract

The purpose of the present study is to investigate the impact of the six emotional intelligence elements identified as (i) self awareness, (ii) self motivation and (iii) self regulation of personal competence and (iv) social awareness (v) social skills and (vi) emotional receptivity of social competence towards employee competence in the organizations. The study was conducted in the Kingdom of Bahrain. For this purpose a structured questionnaire was developed to be used by the researcher based on emotional intelligence competencies as given by Daniel Goleman (1995, 98). The data has been collected through primary and secondary sources and has been analyzed by using descriptive statistics such as mean and standard deviation with sample size of 50 employees from selected organizations in Bahrain. The results show a positive significance between emotional intelligence and Employee Competence. Further the employees opined more mean score regarding self awareness, self motivation and emotional regulation on personal competence than social awareness, social skills and emotional receptivity of social competence of total group employees.

Keywords: Emotional Intelligence, Personal Competence, Social Competence, Employees, Organization, Social awareness, Social skills, Emotional receptivity.

INTRODUCTION

Emotional Intelligence is an ability to perceive, emotions, recognize their relationship and reason and problem-solving skills by themselves. Emotional Intelligence is embedded in the capacity to perceive emotions, assimilate emotion-related feelings, understanding those emotions, and manage them. The core aim of emotional intelligence is to - consist the cognitive abilities regarding motions (Mayer et al 2000a, 2000b). The domain trait that is emotional

intelligence focuses on control of impulses, optimism and assertiveness (Patrides and Furnham 2001). The word emotion is derived from Latin word "emover" which means to move, to excite or agitate. The current world is used to express love, hate, attraction, anger, control and evaluate emotions or any other form of feelings. Emotions play a very vital role in business as well as personal relationships. Effective personal and social factors are emerged with non-intellective and intellective elements. The non-intellective elements are lifelong learned processes through experiences as person becomes mature in his emotional competencies it would lead to happier life and would perform better at work place. Through emotional intelligence an employee become well in their work, look forward, creative and the overall is more increased productivity at work place. Emotional intelligence represents the ability to motivate one-self and to control their emotions to persist to keep performing. According to the Salovey et.al (1990) emotional intelligence is the subset of social intelligence that involves the ability and skills to monitor one's own skills and other feelings and emotions, to determinate among them and to use this information to guide ones thinking and actions. From above definition it is clearly stated that emotional intelligence is the ability to identify, assess and control the emotions of one self, of others and group of people.

Emotional intelligence consists with five components i.e. self awareness, self regulation, motivation, empathy and social skills. In addition emotional intelligence had embedded with four branches viz. (i) perceiving emotions (ii) reasoning with emotions (iii) understanding motions and (iv) managing emotions and emotional intelligence has consists with four attributes viz.; (i) self awareness (ii) self management (iii) social awareness (iv) relationship management (Goleman 1998).

Goleman's framework of emotional competence is classified into two categories. First is personal competencies, which expose how individual manages himself, this includes self awareness, self motivation and self regulation. The second category is social competences, this explain how one manages his relationship which includes social awareness, social skills and emotional receptivity (Goleman 1998). A brief description of each is given below (i.e Personal Competencies and Social Competencies).

Social Awareness

It's the ability to perceive, understanding and responding to the emotions of others and feeling comfortable socially. It will be engage with knowing others, their feelings, thinking patters, viewpoints, targets, goals and facial expression and other non verbal communications.

Social Skills

It's the ability to managing relationships and building networks and ability to find common platform and support.

Emotional Receptivity

This refers to the ability to accepting and encouraging their viewpoints with open mind and accepting their emotions as well. In addition facilitating the inflow and outflow of emotions for encourage their interpersonal repetitiveness. Having good emotional receptivity produce best individual personally and socially emotional competent and it will be enhances the individuals empathetic and sensitive to help others those are in need.

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The aim of the current study was to explore and to know how emotional intelligence influence personal competence and social competence at workplace.

Need for the Present Study

The main need of the present study was to investigate and analyze self awareness, self motivation and emotional regulation of personal competence and social awareness, social skills and emotional receptivity of social competence. These concepts are very critical elements for employees' success in the organizations.

However, the present study is conducted to know the following research questions:

1. Does emotional intelligence have influence on Personal Competence & Social Competence
2. Employees from different organizations have been utilizing their self awareness, self motivation and emotional regulation, social awareness, social skills and emotional receptivity to perform better in various situations at work place. To solve these questions, objectives have been designed to know to what extent emotional intelligence helps the show their competence.

Most of the studies have been done in different countries taking into consideration emotional intelligence and very less number of studies have been done in Bahrain. Therefore, it is proposed to conduct an in-depth study of selected companies in Bahrain. Hence, the research topic “An Empirical study on Employee Competence in relation to Emotional Intelligence in Bahrain” is taken up for detailed investigation and analysis.

Objectives of the Study

The main objective of the present study is to analyze and find out the Personal Competence and Social Competence in relation to emotional intelligence in selected companies in Bahrain.

The specific objectives of the study are to:

1. Identify and analyze the self awareness, self motivation and emotional regulation of personal competence in sample organizations.
2. Investigate the social awareness, social skills & emotional receptivity of social competence in select organizations.

Hypotheses

1. Emotional intelligence does not have any effect on personal competence.
2. Emotional intelligence does not have any effect on social competence.

LITERATURE REVIEW

The purpose of the study was to see whether there is a relationship between emotional intelligence and employee competence of the employees at work place. Researchers have studied the concept of emotional intelligence in different way since the beginning of the twentieth century Goleman, (1995), and Edward Thorndike is submitted with the initial study as in 1920 he researched dimensions of EI as a form of "social intelligence". Initially he investigated social intelligence as one component of intelligence measured by the IQ score. In addition to this in 1983, Howard Gardner added that "multiple intelligence", which he clarified

into "intrapersonal" and "interpersonal" intelligences. These intelligences were the basic foundation for the later models of EI Goleman (1995). However, the term Emotional intelligence (EI) owes its origin to Peter Salovey (University of Yale) and John Mayer (University of New Hampshire) who published their landmark article, Emotional intelligence in the Journal named *Imagination, Cognition and Personality* in year 1990, this is the role model of emotional intelligence. Turnball (2002), Sitter (2004) and Suhaila and Zahra (2013) noticed the significant and positive relation between leadership style and emotional intelligence. In other piece of work of Barling, Slater & Kelloway (2000), Mandell & Pherwani (2003), webb (2004), Srivastva and Bharamanaikar (2004) examined and predicted the positive relationship of emotional intelligence with transformational leadership style. Boytzis and Ratti (2009) in their study identified competencies that differentiated the effective managers and leaders and they concluded that through emotions, social and cognitive intelligence competencies can predict the performance. According to Law, Wong and Song (2004), the employees who are emotionally intelligent they have performed better in organization that is why emotional intelligence is important for any organization.

As per Zeidner, Matthews and Roberts (2004) description emotional intelligence has its own importance due to management of emotions of person in modern society. Emotional intelligence is very much important in any organization for recruitment, selection of the employees and management of organization, relationship of customer and services. Emotional intelligence based on performance theory is merit based Goleman (1998). Zeidner, Matthews and Roberts were given two models of emotional intelligence one is mental ability and second one mixed ability.

Later, Mayer and Salovey (1997) explained about the emotional intelligence that it refers to the ability to detect emotions, to enter and create emotions that help thinking, to understand emotions and emotional knowledge acquired to promote emotional and intellectual development. They stated that combination of the idea that emotion makes thinking smart and intelligent thinking about emotions. In another piece of work by Mayer et al (2008) stated that some individuals have a greater capacity than others to carry out sophisticated information processing about emotions and emotion-relevant stimuli and to use this information as a guide to thinking and behavior. Derived from this statement, it seem that individuals with high emotional intelligence pay attention to use, understand, and manage emotions and these skills serve as an adaptive functions that potentially benefit themselves and others.

Ms Emelia (2014), conducted study on emotional intelligence on organizational performance by considering 20 Ghana Banking sector to know the (ROI) return of investment. The study concluded that through emotional intelligence growth of an organization can be

predicted. Muhammad Waqas Chughtai¹ et.al, (2015), examined the relationship between emotional intelligence and employee performance and its impact on organizational success by selected five telecom organizations in Pakistan and concluded that emotional intelligence has its impact on the employees and the organization success as well. In most of the studies cleared that emotional intelligence based competencies are better predictors of performance and work adjust at workplace Cherniss (2000), and Feist Barron (1996) individual work performance and degree of work adjustment of individual directed by their emotional competencies. According to the Goleman (2005) (1998 b) found that an individual's emotional intelligence can be affect one's work situation.

In piece of work of Goleman (1995), explains that emotional intelligence is more important than IQ for workforce success. The value of emotional intelligence in the workplace is identified well. Several researches have been conducted to find out importance of EI in organization such as relationship to leadership effectiveness, Goleman.et.al (2002), Palmer et.al (2002), emotional labour and individual performance. As per the Douglass et al 2002; work attitude and outcomes, Carmeli (2003), job satisfaction and organizational commitment, Adeyemo (2007), principal leadership performance, Cook (2006) and financial success of an organization, Bradberry and Greaves (2003) and Abhiruchi Singh Verma (2013), influence of emotional intelligence on emotional adjustment at workplace.

Another piece of work done by the Mayer and Geher (1996), Mayer, Carusu and Salovy (1999), Mendel and Pherwani (2003) study found that employee who are less or have lack of emotional intelligence, possess affected from turnover, burnout, show bad attitude, poor performance and stressed mood, so it is cleared that the role of emotional intelligence plays a very important role in workplace.

METHODOLOGY

The Study

The presents study is exclusively made to understand and analyze the emotional intelligence and to measure the Personal Competence through self awareness, self motivation and emotional regulation and Social Competence through social awareness, social skills and emotional receptivity.

Variables Used in the Study for Analysis

The selected employees are taken as an independent variable, while personal competence and social competence processes are considered as dependent variable.

Sample Design

For the purpose of the present study 50 samples have been taken and deployed for purposive sampling method and 80 questionnaires were prepared with an intention to get required information. It was quite encouraging to the researcher that as many as 60 employees had filled the questionnaire and returned to the researcher. On scrutinizing it was seen that, 50 employees had filled the questionnaire completely and was found fit for analysis. Thus, all these 50 respondents (25 Male & 25 Female) were finally selected again by adopting purposive sampling method. The responses given by them to the questionnaire are the basis for analysis and findings.

Table 1: Response Rate for the Questionnaire in Selected Organizations

Sector	Distributed	Returned Response	Percentage	Completed Response	Percentage
Organizations in Bahrain	80	60	75	50	83.33

Method of Data Collection

The study is basically empirical in nature. The data for the present study are collected from both primary and secondary sources. Primary data collected through administering a structured questionnaire among the employees on various dimensions of emotional intelligence in the selected organizations. The questionnaire is divided into three sections. Accordingly, Section A is intended to get the details of personal aspects of the respondents in select organization. Section B elicits on self awareness, self motivation and emotional regulation of Personal Competence. Section C is meant to seek opinion on the social awareness, social skills and emotional receptivity of Social Competence likewise, data has been analyzed for the interpretation.

However, the secondary data is also collected from the databases, websites, theses and dissertations. As to get first hand information researcher also personally contacted the employees and ascertained their opinions.

Statistical Tools Used

The collected data has been processed and analyzed by using the descriptive statistics such as means, standard deviations scale for reliability etc., are used to analyze, compare, and to interpret the data and to draw meaningful inferences. The data have also been depicted with appropriate Tables.

EMPIRICAL RESULTS AND DISCUSSION

Table 2 depicts the present study results were analyzed statically by using mean, standard deviations. For this purpose two variables viz. dependent and independent variables are considered. The employees are considered as independent variable while self awareness, self motivation and emotional regulation processes (i.e. personal competence) are treated as dependent variable for the analysis.

Table 2: Personal Competence (i.e. Self Awareness, Emotion Regulation & Self Motivation)

S No	Personal Competence on Self Awareness of Statements	Mean	SD
1	You know the relationship between your feelings and what you are thinking, doing, acting and saying	4.00	.782
2	You accept that your feelings affect your performance	3.84	1.361
3	You are well aware of your goals and values	4.28	.858
4	Are you aware of your strengths and weaknesses	4.50	.647
5	You learn from your experiences	4.16	.889
6	You show lot of enthusiasm in continuous learning, self development, new perspectives & honest feedback.	4.08	.900
7	Are you able to show sense of humor	4.00	1.030
8	You can present self-assurance	4.10	.863
9	You have the ability to organize your work in a systemic way	4.28	.730
10	In problem solving you go with your original ideas	3.96	.925
11	You have the ability to deliver effective decisions even under pressure or uncertainties.	3.80	1.050
	Personal Competence on Emotion Regulation of Statements	Mean	SD
12	You have been in depression for any reason	3.44	1.033
13	Are you happy and satisfied with your life	4.10	.886
14	You can predict if your emotions are happy or sad	4.24	.771
15	You do not like to copy others	4.00	1.161
16	You are quite person with cheerful and lively attitude	4.12	.659
17	Are you able to overcome stress without getting too nervous	3.68	.935
18	Can handle both your impulsive feelings and disappointing emotions well.	3.62	1.067
19	When you are in frustrating situation your are able to show positive and calm emotions	3.56	1.128
20	Even under pressure you think clearly and stay focused	3.76	.916
21	Under conflicting and upsetting situation you can keep yourself calm	3.90	.974
22	You live your dreams and try to make it happen	3.80	1.069
23	You feel most of the time cool, relaxed and stress free	3.76	1.153
24	When you hear any bad news, you are unable to control yourself and feel sad and miserable.	3.66	1.022
25	To reach your dream you avoid external temptations	3.68	1.039
26	You are able to handle multiple demands smoothly by shifting priorities and rapid changes	3.84	1.131

Table 2....

	Personal Competence on Self Motivation of Statements	Mean	SD
27	Are you result-oriented with a high drive to reach the goals and objectives	3.78	.954
28	Do you keep pace to improve your performance through non stop learning process	4.06	.818
29	When you start something new you feel yourself succeed (in that)	3.76	1.117
30	Have you achieved more than your expectations	3.56	1.198
31	Do you make strategic plans to overcome the obstacles to achieve the goals	3.60	.969
32	By demonstrating high pitch of confidence in taking sole responsibility you carry out the business by your own decisions	3.44	1.248
33	Are you accountable for your objectives	3.68	.978
34	You work on team decision rather than your own decisions	3.90	.974
35	You keep yourself motivated even when situations are worst to handle	4.00	.904

Table 3 shows the present study results were analyzed statically by using mean, standard deviations. For this purpose two variables viz dependent and independent variables are considered. The employees are considered as independent variable while social awareness, social skills and emotional receptivity processes (i.e social competence) are treated as dependent variable for the analysis.

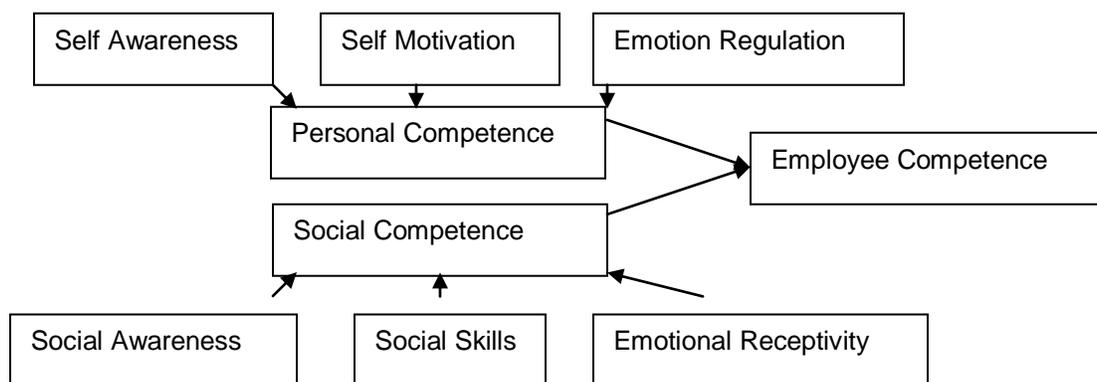
Table 3: Social Competence (i.e. Social Awareness, Social Skills and Emotional Receptivity)

S No	Social Competence on Social Awareness of Statements	Mean	SD
36	Do you understand the way others think, feel and behave	3.72	.858
37	Are you recognized as an optimistic and self-confident person by others	3.56	.951
38	Others feel that you have lack of confidence while interacting with people	3.24	1.222
39	You are sensitive and understand others point of view	3.66	.872
40	Do you value others strengths, accomplishments and developments	3.82	1.044
41	You treat people well from different backgrounds	3.78	.790
42	You consider every individual as a resource and create an environment so they can prosper in their career.	4.08	.944
43	It is very easy for you to understand the non verbal communication (facial expression) of others	3.66	.823
	Social Competence on Social Skills of Statements	Mean	SD
44	Are you skilled at the art of convincing others	3.88	.718
45	You possess friendly nature and good social skills	3.56	1.033
46	Are you an open communicator and ready to accept both bad and good news.	3.84	1.017
47	Under unfavorable situations you can be extremely polite & respectful to others	3.90	.735
48	Do you handle people with diplomacy and tactfully when they are in tense situation	3.58	1.090
49	You always encourage open discussion and debate.	3.88	1.043
50	Do you make relationship for mutual benefit	3.64	1.174
51	You encourage team spirit and build a strong bond.	4.04	.669

Table 3....

52	Do you maintain personal friendships among work associates.	4.00	1.069
53	Are you capable of maintaining a balance between work and relationships.	3.98	.742
54	Do you promote friendly and cooperative climate	4.10	.995
55	You always look for opportunities to work in a team.	4.16	1.095
56	Do you face difficulty being friendly with someone who is not known to you.	3.88	.918
Social Competence on Emotional Receptivity of Statements		Mean	SD
57	You extent your cooperation with others in receptivity for accomplishing a task.	3.54	.788
58	Are you interested in helping others in overcoming difficult situations	4.32	.935
59	You give your support and advice to others to help overcomes their difficulties/needs	4.32	.741
60	Others find it comfortable to disclose their personal problems to you	4.48	.707
61	When others are in bad mood, you try to help them	4.08	.877
62	You produce useful feedback and identify people's needs for development	4.30	.931
63	Can you create listening environment for mutual understanding	3.90	.707
64	While guiding the performance of others you hold them accountable	3.86	.926
65	Are you more of a follower than a leader	3.64	.964
66	Are you good at resolving the conflicts between two parties	3.86	.990
67	You easily detect the differences between others' feeling and behaviors	3.78	.737

Figure 1: Model relation between elements of self awareness, self motivation, emotional regulation, social awareness, social skills & emotional receptivity on Employee Competence



For the present study dependent variables of the specific area have been considered and the scores of categories have been summed their mean and standard deviation have been found out. The scores of all dependent variables in an area were added in view of the Weighted average mean had been calculated and interpreted in Table 4.

Table 4: Weighted Average Mean (N=50)

Items	Sub Categories	Weighted average Mean	Weighted average SD
Personal Competence	Self Awareness	4.08	0.91
	Self Motivation	3.75	1.01
	Emotion Regulation	3.79	0.99
Social Competence	Social Awareness	3.69	0.93
	Social Skills	3.88	0.94
	Emotional Receptivity	4.00	0.84

For the present means, standard deviation of all the variables put together that are included under all the Two areas have been given. By summing the scores of all dependent variables that add up to 67 of the employees from different organizations in Bahrain 't' value have been calculated for each pair of all possible pairs means to the significance differences between each pair of means. As many as Two pairs of means are found to be significantly different in view of their 't' values being significant either at 0.01 level probability or at 0.05 level of probability.

Table 5: Summated Scoring System (N=50)

Items	Mean	SD	SEM	't' value
Personal Competence	11.62	2.92	0.41	0.088
Social Competence	11.57	2.71	0.38	

Table 5 elaborate the opinion of the respondents about their personal competence and social competence is enhancing their competence at workplace and even means scores also expressed the same.

Therefore, it is clear from the above analysis that the majority of the sample respondent's gave their opinion on personal competence and social competence is impacting on employee competence at workplace. Hence there is evidence to reject the null hypothesis of lack of influence of personal competence and social competence on employee competence. In other words it may be constructed that there is a relationship between these two variables.

FINDINGS SUMMARIZED

1. The mean usage level of all variables put together Personal Competence is more than the mean usage level of the all variables put together Social Competence.
2. The mean usage level of all variables put together Social Competence is lesser than the mean usage level of the all variables put together Personal Competence.

CONCLUSION

Emotions and intelligence are very important aspects of each one's life and their anger, acting, depression, anxieties, annoyance, resentment, stress and irritability and makes it hard to achieve the desired goals. Self awareness, self motivation and emotional regulation help to get rid of any difficulty and they present their Personal Competence in the work place. In matter of their feelings, thinking patterns, viewpoints, accomplishments, facial expression, ability to express both positive and negative feelings, friendly nature, executing communication politely and respectable manner, diplomacy and tactfully skills, open discussion, team building skills, co operation and co ordination skills, sharing of information attitude, listening and guiding skills, detecting of others feeling and behavior and other non verbal messages makes it hard to achieve the desired goals. Social awareness, social skills and emotional receptivity help to get solutions for any problem and they present their social competence in the work place. The present study strongly accepted that the emotional intelligence reflects on personal competence and social competence and it leads to success in the organizations at any circumstances.

LIMITATIONS AND SCOPE FOR FURTHER RESEARCH

Emotional intelligence is the subset of the social intelligence and is embedded with emotions and ability to monitor others feelings and emotions, to discriminate among them and to utilize these information to guide ones emotional thinking and actions. From this it is very clear that Emotional intelligence is the ability to assess and controls oneself, others and groups. Hence, there is a wide scope for further research in it by way of extending the same to different companies.

The independent variables are more in numbers with large number of dependent variables. By increasing the number of independent variable (i.e sample size) it would be more meaningful and the same study may be conducted from by taking large number of companies. Further the same study can be conducted in GCC countries by taking huge sample size and also it could be possible to undertake a comparative study between organizations and countries.

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