Role of Emotional Intelligence in Ethical Decision Making Managerial Level and Non-Managerial Level: A Study of Western UP

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Abstract

Emotional Intelligence is the ability to choose the right feeling appropriate to given solution and the skill to communicate these feeling effectively, it is the emotional competency which includes awareness of our own emotions ability to identify and empathize with other’s feelings.

Emotional intelligence, an essential factor responsible for determining success in life and psychological wellbeing, seems to play an important role in taking the ethical decision making. Research work., Role of Emotional intelligence in ethical decision making for managerial level and non managerial level in corporate sector? Analysis of variance method is used in this research process.

Emotional intelligence employees can well perform in all the area. Whenever there is change in culture & state of the organisation at that time emotional intelligence helps for coup up with environment and takes the right decision which is beneficial for the organisation as well as the personal life of the employees.

Keywords

Emotional Intelligence, Self-Awareness, Self-Regulation, Motivation, Empathy, Ethical Decision Making

I. Introduction

Emotional: Intense feeling towards someone
Intelligence: Problem solving style (Ability).

Emotional intelligence is an extremely important factor in decision making. Emotional intelligence deals with the ability to be aware of one’s own emotions and recognize others as well. We should also be able to anticipate the impact of such an element on decision making. One must possess the quality of recognizing others and one’s own emotional capacities to be able to become a good leader.

In our work places, we come across such people every day and we wonder how they can manage such stressful situations masterfully. The reason behind being a successful decision maker is to be aware of one’s own self and also be aware of the feelings of others. Thus, the better we are able to respond to the emotional needs, the better decision maker we are.

Knowledge of the salient features of emotional intelligence or EI will help in the making of a good leader. The features include self-awareness, self-regulation, social skills, motivation and empathy. Judging a situation or a problem ethically entails our own values and parameters of right and wrong as well as considering the standard ethical rules of the society that we live in.

Without emotional intelligence a manager cannot take the ethical decision in his Organization.

Managers who are emotionally intelligent use their emotions to adopt their plans they do not ignore uncomfortable plans emotionally intelligence behavior helps managers plan better in many ways:

- Change plans to meet the need of the moment
- Adopt to different situation
- Consider a variety of possible action
- Come up with alternative plans
- Do not consistently do the same thing
- Do not stick to the plan when it does not work out

Emotionally intelligent manager make better decision:

- Using emotions to improve things
- See things clearly when feeling are overpowering
- Make good, solid decision even when angry
- Do not react out of anger
- Balance their thoughts and their feelings
- Do not let strong emotions blind them.

So, we can say that emotional extremely important in decision making. This is an art and with practice we will be able to master the art of decision making through emotional intelligence. Emotional intelligence makes our personality and moral reasoning helps us find out that what is right and wrong for the human being. In other words with the more emotional intelligence increases the good relationship in the organization as well as in family & society.

II. Literature Review

Lack of emotional intelligence is one the leading cause of conflict, as the root of all conflict is a lack of sensitivity on the part of one or both parties and sensitivity is directly related to one’s emotional intelligence. Managers or leaders who are high on emotional intelligence will be able to mitigate problems long before they have a larger impact on the company.

The study conducted by Afzalur and Clement (2002) in seven countries revealed that motivation, one of the dimensions of emotional intelligence, is positively related with effective problem solving style. Carmeli (2003) examined the relationship between emotional intelligence, job satisfaction, organizational commitment and work-family conflict in ninety-eight senior managers. He suggested that emotional intelligence is a competency that drives positive outcomes and behaviours. Caramel hypothesized that high levels of emotional intelligence would result in positive moods and feelings which would generate high levels of job satisfaction, that emotional intelligence would augment a higher level of organizational commitment as employees would be able to maintain positive affective states, and finally he hypothesized that employees high in emotional intelligence are more able to balance work-family conflict as they recognize and manage feelings of conflict as they occur.

Lenaghan, Buda and Eisner (2007) in their study supported the finding that possession of emotional intelligence will act as a protector variable of one’s wellbeing in the face of work-family conflict. The results revealed that higher emotional intelligence positively influenced well-being. Specifically, those individuals in the study who had high emotional intelligence with low work-family conflict reported the highest well-being while those with low emotional intelligence and high work-family conflict reported the lowest well-being. A total of 205 people participated in this study. This sample was drawn from a large university representing a large variety of jobs including unionized trade workers to executive managers.
Ayoko, Callan and Hartel (2008) examined the dimensions of conflict and emotions by integrating features of conflict, reactions to conflict, and team emotional intelligence climate. They proposed through their study that teams with less-well defined emotional intelligence climates were associated with increased task and relationship conflict and increased conflict intensity. In addition, team emotional intelligence climate, especially conflict management norms, moderated the link between task conflict and destructive reactions to conflict. They stressed upon the fact that team leaders and members need to be aware of their team members’ reactions to conflict. More specifically, teams that are experiencing destructive reactions to conflict need training in skills related to empathy, emotion management, and conflict management norms. The application of these skills in the team environment will assist team leaders and members in minimizing conflict and in managing conflict for team effectiveness.

Godse and Thingujam (2010) examined the relationship between personality, conflict resolution styles and emotional intelligence among 81 technology professionals in India. The results revealed that emotional intelligence was significantly correlated with the integrating style of conflict resolution (i.e. involving the exchange of information and differences toward a solution favorable to both parties), negatively correlated with the avoiding style (i.e. withdrawal from the situations) and not correlated with the dominating, compromising or obliging style. The results indicate that IT professionals with higher perceived emotional intelligence are likely to adapt better styles of conflict resolution in order to deal effectively with the situations. The study draws our attention to the use of emotional intelligence skills in effectively resolving conflicts in the workplace.

A. Research Objectives
Role of emotional intelligence in ethical decision making?
Hypothesis:
1. There is a significant difference between ethical decision making in organizational employees having high and low emotional intelligence subjects of low emotional intelligence have felt less ethical decision making then subject of high emotional intelligence.
2. There is a significant difference between ethical decision making having different designation, i.e. subject having managerial level have higher ethical decision making while the subject having non-managerial level have lower ethical decision making.

B. Methodology
In research, Researcher has used the primary data. Like Questionnaires, a personal interview. Two ways ANOVA was used to examine. There are 100 employees in this study of corporate sector in western U.P. Here AH is high Emotional Intelligence, AL is low emotional intelligence. BM is managerial level and BN-M is non managerial level. Group1 is high emotional intelligence at managerial level, Group2 is high emotional intelligence at non-managerial level, Group3 is low emotional intelligence at managerial level, Group4 is low emotional intelligence at non-managerial level

C. Analysis of Variance
Correction = (x_1^2 + x_2^2 + x_3^2 + ……………………………..(x_100)^2) / no. of observations

\[ \frac{(7+5+9+…………………..17)^2}{100} = 32942.25 \]

Total S_e = \[(x_1^2 + x_2^2 + x_3^2 + ……………………………..(x_100)^2)\] - correction
\[ \frac{[(7)^2+(5)^2+(9)^2+…………………..(17)^2] - 32942.25}{36637.00-32942.25} = 3694.75 \]

Among S_e = \[(Group_1)^2/\text{no. of observation in group} + (Group_2)^2/\text{no. of observation in group} + (Group_3)^2/\text{no. of observation in group}\] - correction
\[ \frac{[(85264/25) + (222784/25) + (275625/25) + (276676/25)] - 32942.25}{34413.96-32942.25} = 1471.71 \]

Error = Total S_e - Among S_e
\[ \frac{3694.75-1471.71}{2223.04} = 2223.04 \]

Degree of freedom treatment = (n-1) where n= no. of groups
\[ (4-1)=3 \]

Degree of freedom with in treatment = \[\eta(k-1)\] where \(k=\text{no. of observation in a group}\)
\[ 4(25-1) = 96 \]

Table 1:

<table>
<thead>
<tr>
<th>Source of variance</th>
<th>Sum of Squares</th>
<th>d.f.</th>
<th>Mean square variance</th>
<th>F-ration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional intelligence</td>
<td>33765.94</td>
<td>1.00</td>
<td>33765.94</td>
<td>15.19**</td>
</tr>
<tr>
<td>Designation</td>
<td>33269.86</td>
<td>1.00</td>
<td>33269.86</td>
<td>14.97**</td>
</tr>
<tr>
<td>E.I. x designation</td>
<td>34413.96</td>
<td>1.00</td>
<td>34413.96</td>
<td>15.48**</td>
</tr>
<tr>
<td>With in Groups</td>
<td>2223.04</td>
<td>96.00</td>
<td>0.00</td>
<td>**</td>
</tr>
</tbody>
</table>

F-ration = Mean square variance/ Mean square with in groups
Emotional intelligence (E.I) = 33765.94/2223.04 = 15.19
Designation = 33269.86/2223.04 = 14.97
E.I. x designation = 34413.96/2223.04 = 15.48

D. Graphical Representation of the Findings

![Graphical Representation of the Findings](image)

Fig. 1:

\[ A_H \quad A_L = \text{High Emotional intelligence} \]
\[ A_H \quad A_L = \text{Low Emotional intelligence} \]

MEAN ETHICAL DECISION MAKING SCORE AS A FUNCTION OF EMOTIONAL INTELLIGENCE (A).
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III. Conclusion

Emotional intelligence has an important role in ethical decision making. When we are devoting our self to social work - serving the welfare of a child, families dealing with homelessness, patients dealing with substance abuse or mental health related issues you are making important decisions on improving the quality of life for society. Having a strong ethical base in social work is the most important parameter while making decision. In this study researcher took interviews and questionnaires from the managerial and non-managerial employees of western U.P. And the findings are that, There is a significant difference between ethical decision making in organizational employees having high and low emotional intelligence subjects of low emotional intelligence have felt less ethical decision making then subject of high emotional intelligence. There is a significant difference between ethical decision making having different designation i.e subject having managerial level have higher ethical decision making while the subject having non-managerial level have lower ethical decision making.

According to this study we can say that a manager has high emotional intelligence will take more ethical decision. Emotional intelligence, an essential factor responsible for determining success in life and psychological wellbeing. Seems to play an important role in shaping the interaction between individuals and their work environment. The Emotional intelligence helps society also. Finally, the practical application of emotional intelligence skills and behaviours can enhance not only the outcome of a decision but also the processes associated with decision-making. And also helps in job satisfaction.

Reference

Ms. Nidhi Chaudhary holds MBA in HR from Banasthali University, Rajasthan. She is currently pursuing her PhD in management from IFTM University, Moradabad. She attended national seminars and has published papers related to her research work in international journals. She has two years of administrative experience in a management college.

Dr. Nisha Agarwal is currently working as dean and Professor in IFTM University, Moradabad. She started her services with Institute of Foreign Trade and Management currently known as IFTM University, in 2000 at the designation of Lecturer. She has been awarded a degree of PhD in Management in 2007 from M.J.P Rohilkhand University, Bareilly, UP, India. She received her dual Post Graduation degree of MBA and M.Sc. from M.J.P Rohilkhand University, Bareilly, UP, India and Meerut University, Meerut, Up, India in 2000 & 1992 respectively. She completed her MBA with dual specialization (Human Resource and Marketing) and M.Sc in Mathematics from Meerut University, UP, India. She did her Graduation {B.Sc.(T.D.S)} in 1987-1990 from D.N College Meerut, UP, India and Matriculation and High School from 12 R.G Inter College Meerut, UP, India and St. Thomas Inter College affiliated with U.P board in 1987 and 1985. She has presented/published a number of research papers in various ISO-certified journals.