

Emotional Intelligence and Turnover Intention: An Investigative Study

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ABSTRACT

Emotional Intelligence deals with analyzing own emotions and emotions of others and using that information for betterment of self and of others through devising and implementing various strategies. They finally then help in setting various ambitious goals and determine courses of actions and also leads towards allocation of resources. Present study seeks to analyze the association of various dimensions of Emotional Intelligence with Turnover Intentions among employees working in private telecom organizations. The various dimensions of Emotional Intelligence adopted to conduct the current study are Self Confidence, Emotional Self Control, Organizational Awareness, Service Orientation and Teamwork and Collaboration. The study further analyses various dimensions on their basis of reliability parameters to be used in future for employees working in private telecom organizations.

Keywords: Emotional Intelligence, Self Confidence, Emotional Self Control, Organizational Awareness, Service Orientation and Teamwork and Collaboration, Turnover Intentions etc.

INTRODUCTION:

Emotions are the intense feelings that are generated among a person due to some reason. These emotions could be positive or negative depending upon the situation in which they are raised. Having positive emotions at job add values in the activities and enhances work efficiency but possession of negative emotions hinders development of personal well as organizational goals. There are several factors which lead to negative emotions. These include politics at place of work, inappropriate organizational climate, salary and wage grievances, lack of coordination, dull superiors, no appropriate working time, pressure to achieve high targets etc. These negative emotions thus with time give rise to Turnover Intentions and individual finds ways to get himself out of the organization. Emotional Intelligence is a most appropriate tool that enhances the emotional content among individuals. It not only promotes positive emotions to a higher extent but also has a lot of ways through which a person can change his negative feelings and emotions into positive one. Emotional Intelligence provides ways to a person in which he can analyze himself and also others in a better way. Moreover that analyzed information could be used to add synergies to activities linked to person himself as well as others. Several dimensions of Emotional Intelligence have been framed that looks after various areas and modes of analysis in different ways that also includes analyzing a person at individual as well as group level. The various Emotional Intelligence dimensions opted for current study is Self Confidence, Emotional Self Control, Organizational Awareness, Service Orientation and Teamwork and Collaboration. Self Confidence brings self-assurance and buoyancy among an individual whereas emotional self-control enriches a person with emotional resistor. Organizational Awareness aligns a type of similarity position among individual and his organization. Service orientation is responsible for effective positioning and coordination whereas teamwork and collaboration adds synergies and competencies. The current study is one such initiative that analyzes the

processes of Emotional Intelligence through its several dimensions and also to check the impact of various dimensions of Emotional Intelligence on Turnover Intention of workers, working in private telecom organizations in Jammu and Kashmir State.

REVIEW OF LITERATURE:

Zahedi A. (2015), devised to study an association between Emotional Intelligence, Turnover Intention and Job Satisfaction. The study comprised of a total of 316 respondents. Analysis of results obtained revealed that Emotional Intelligence has a constructive affiliation with Job Satisfaction and Turnover Intention.

Mohammad Falahat N. et al. (2014), studied the relationship between Emotional Intelligence and Turnover Intention among ICT professionals in Malaysia. Findings showed that a type of significant relationship exists between Emotional Intelligence and Turnover Intentions of ICT professionals. Moreover, Emotional Intelligence helps in building good work culture in organizations that finally reduces the Turnover Intention rate to a minimum level.

Balogun&Olowodunoye (2012), intended a study considering 215 employees in Nigeria. The respondents were of an age group of between 26 to 55 years. Results revealed that Job Satisfaction, Emotional Intelligence and Social Support are greater sources for predicting Turnover Intention level among employees. Findings also showed that Job Satisfaction, Emotional Intelligence and Social Support have a collaborative effect on Turnover Intention.

Jeswani S. et al (2012), brought out the association of Emotional Intelligence with Turnover Intention through an empirical analysis. Findings disclosed that Emotional Intelligence momentarily affects Turnover Intention of respondents. The study also emphasized for proposing a framework so that regular training of respondents could be organized about imparting skills of various dimensions of Emotional Intelligence.

Demir (2011), tried to establish a research study by taking into consideration 563 executives working in hospitality sector in Turkey. The level of Emotional Intelligence among executives was estimated by a new scale developed from MSCEIT Scale. Structural Equation Modeling tool was used for analysis of data. Output from the study revealed that there exists a very powerful negative impact of Emotional Intelligence on Turnover Intentions and moreover quality of work life also witnessed negative relationship on Turnover Intention.

MATERIAL AND METHODS:

Present study has been carried out with the help of primary as well as secondary data. The primary data has been collected on the basis of pretested questionnaires from workers working in various private telecom organizations in Jammu and Kashmir State. Secondary data has been collected from various offices of private telecom organizations located in various districts, blocks and tehsils of Jammu and Kashmir State. The data and information has been then analyzed to evaluate the results.

OBJECTIVES:

1. To analyze the association of Self Confidence dimension of Emotional Intelligence with Turnover Intention among employees working in private telecom organizations in Jammu and Kashmir.
2. To determine the association of Emotional Self Control dimension of Emotional Intelligence with Turnover Intention of private telecom sector employees.
3. To analyze the relationship of Organizational Awareness dimension of Emotional Intelligence with Turnover Intention among employees working in private telecom organizations in Jammu and Kashmir.
4. To investigate the association of Service Orientation dimension of Emotional Intelligence with Turnover Intention among employees working in private telecom organizations.
5. To examine the connection of Teamwork and Collaboration dimension of Emotional Intelligence with Turnover Intention among employees working in private telecom organizations in Jammu and Kashmir.

RESULT AND DISCUSSION:

Emotional Intelligence equips people with emotional stability through enrichment of emotional content among them. The detailed analysis has been presented below as:

Table 01 shows the Corrected Item Total Correlation (CITC) values of Self Confidence dimension of Emotional Intelligence. The values depicts that all the items have values above 0.5 except for item EISC1 (0.421), which was removed for further analysis. After removing the item all other items had values above 0.5 and moreover

value of Cronbach Alpha improved from 0.633 to 0.657. Table number 02 depicts the Corrected Item Total Correlation (CITC) values of Emotional Self Control dimension of Emotional Intelligence. All the items had values above 0.5 except for EIESC1 and EIESC3. One item EIESC1 was removed but EIESC3 was retained being an important item. Corrected Item Total Correlation (CITC) final values show all items have values above 0.5 and value of Cronbach Alpha improved from its earlier value and reached to 0.597 from existing 0.573. Table 03 presents the Corrected Item Total Correlation (CITC) values of Organizational Awareness dimension of Emotional Intelligence. All the items have Corrected Item Total Correlation (CITC) values above 0.5 which is acceptable for the study. Moreover the value of Cronbach alpha has been found to be 0.650. The Corrected Item Total Correlation (CITC) values for Service Orientation dimension of Emotional Intelligence has been depicted in table number 04. From the table it is clear that all the items have values above 0.5 which is acceptable for analyzing the relationship of current dimension with Turnover Intention. The value of Cronbach alpha has been found to be 0.678. The Corrected Item Total Correlation (CITC) values for teamwork and collaboration dimension of Emotional Intelligence has been depicted in table number 05. All items have been found to be having CITC values above 0.5 showing acceptability. The value of Cronbach Alpha has also been accessed to be 0.659. The Corrected Item Total Correlation (CITC) values for Turnover Intention dimension have been tabulated in table number 06. All the items have CITC values above 0.5 except one item (TI1). The item having CITC value below 0.5 have been dropped for further analysis. The value of Cronbach Alpha was first witnessed as 0.528 which further improved to 0.571 during Cronbach Alpha final value estimation.

Objective 01:

To analyze the association of Self Confidence dimension of Emotional Intelligence with Turnover Intention among employees working in private telecom organizations.

In order to achieve objective 01 the relationship between Self Confidence dimensions of Emotional Intelligence with Turnover Intention among employees working in private telecom organizations was analyzed and found to be significant with p-value of 0.029. The value of estimates and standard estimates has been depicted as 0.232 and 0.086. It depicts that Self Confidence dimension of Emotional Intelligence has considerable role in eliminating Turnover Intention among private telecom workers working in Jammu and Kashmir State.

Objective 02:

To determine the association of Emotional Self Control dimension of Emotional Intelligence with Turnover Intention of private telecom sector employees.

For accomplishment of objective 02 the association of Emotional Self Control dimension of Emotional Intelligence with Turnover Intention among private telecom sector employees was checked and found to be not significant. The p-value was calculated as 0.217. The value of estimates and standard estimates has been depicted as 0.158 and 0.047. It depicts that Self Control dimension of Emotional Intelligence has no or negligible impact on Turnover Intention among private telecom workers.

Objective 03:

To analyze the relationship of Organizational Awareness dimension of Emotional Intelligence with Turnover Intention among employees working in private telecom organizations.

The relationship among Organizational Awareness dimension of Emotional Intelligence with Turnover Intention pertaining to employees working in private telecom organizations was checked and found to be not significant with p-value of 0.320. The value of estimates and standard estimates has been depicted as 0.160 and 0.053. It depicts that Organizational Awareness dimension of Emotional Intelligence has no or negligible role on reducing Turnover Intention among private telecom workers working in Jammu and Kashmir State.

Objective 04:

To investigate the association of Service Orientation dimension of Emotional Intelligence with Turnover Intention among employees working in private telecom organizations.

In order to achieve objective 04 the relationship between Service Orientation dimensions of Emotional Intelligence with Turnover Intention among employees working in private telecom organizations was analyzed and found to be significant with p-value of 0.041. The value of estimates and standard estimates has been depicted as 0.223 and 0.080. This shows Service Orientation dimension has a greater role in modifying and eliminating Turnover Intentions among private telecom workers.

Objective 05:

To examine the connection of Teamwork and Collaboration dimension of Emotional Intelligence with Turnover Intention among employees working in private telecom organizations.

For accomplishment of objective 05 the association of Teamwork and Collaboration dimension of Emotional

Intelligence with Turnover Intention among private telecom sector employees was checked and found to be significant. The p-value was calculated as 0.036. The value of estimates and standard estimates has been depicted as 0.219 and 0.077. It depicts that Teamwork and Collaboration dimension of Emotional Intelligence has an impact on Turnover Intention and plays a major role in eliminating them among private telecom workers working in Jammu and Kashmir.

CONCLUSION:

Emotional Intelligence has been depicted to be one of the most essential and vital factor for reducing and modifying the Turnover Intention level of workers working in private telecom organizations across Jammu and Kashmir State. Moreover it is also useful in tracing out various factors that lead to Turnover Intentions among workers. The various sub dimensions that have showed greater role in eliminating Turnover Intentions among employees have been found to be Self Confidence, Service Orientation and Teamwork and Collaboration. Moreover it has been further accessed that all these sub dimensions showed greater reliability level which makes them truly valid for being used for research purpose in future towards telecom sector employees.

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TABLES

Table 01: CITC Results of Self Confidence

Item	CITC Initial	Cronbach Alpha Initial	CITC Final	Cronbach Alpha Final
EISC1	0.421	0.633	Item Dropped	0.657
EISC2	0.569		0.569	
EISC3	0.720		0.717	
EISC4	0.666		0.667	
EISC5	0.641		0.646	
EISC6	0.587		0.586	
EISC7	0.524		0.539	

Table 02: CITC Results of Emotional Self Control

Item	CITC Initial	Cronbach Alpha Initial	CITC Final	Cronbach Alpha Final
EIESC1	0.391	0.573	Item Dropped	0.597
EIESC2	0.562		0.561	
EIESC3	0.483		0.526	
EIESC4	0.655		0.654	

Table 03: CITC Results of Organizational Awareness

Item	CITC Initial	Cronbach Alpha Initial	CITC Final	Cronbach Alpha Final
EIOA1	0.586	0.650	0.586	0.650
EIOA2	0.677		0.677	
EIOA3	0.667		0.667	
EIOA4	0.598		0.598	

Table 04: CITC Results of Service Orientation

Item	CITC Initial	Cronbach Alpha Initial	CITC Final	Cronbach Alpha Final
EISO1	0.531	0.678	0.531	0.678
EISO2	0.612		0.612	
EISO3	0.607		0.607	
EISO4	0.661		0.661	
EISO5	0.587		0.587	
EISO6	0.559		0.559	
EISO7	0.642		0.642	

Table 05: CITC Results of Teamwork and Collaboration

Item	CITC Initial	Cronbach Alpha Initial	CITC Final	Cronbach Alpha Final
EITC1	0.555	0.659	0.555	0.659
EITC2	0.547		0.547	
EITC3	0.630		0.630	
EITC4	0.616		0.616	
EITC5	0.620		0.620	
EITC6	0.571		0.571	
EITC7	0.643		0.643	
EITC8	0.556		0.556	

Table 06: CITC Results of Turnover Intention

Item	CITC Initial	Cronbach Alpha Initial	CITC Final	Cronbach Alpha Final
TI1	0.479	0.528	Item Dropped	0.571
TI2	0.528		0.528	
TI3	0.544		0.542	
TI4	0.603		0.601	
TI5	0.607		0.597	

Table 07: Overall Objective Summary

S. No.	Objective	Relationship	Estimates	Standard Estimates	P-Value	Significance
01	O1	EISC-TI	0.232	0.086	0.029	Yes
02	O2	EIESC-TI	0.158	0.047	0.217	No
03	O3	EIOA-TI	0.160	0.053	0.320	No
04	O4	EISO-TI	0.223	0.080	0.041	Yes
05	O5	EITC-TI	0.219	0.077	0.036	Yes
