



Knowledgeable Research –Vol.1, No.9, April 2023

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The Relation Between Emotional Intelligence and Personality on Attitude Towards Organizational Change

Kamaljeet Kaur Bhatia
Principal
Radiant Institute of Management & Science
Indore (M.P.)
Email: kbhatiavitm@gmail.com

ABSTRACT

The literature suggests that managerial skills in general and emotional intelligence in particular, play a significant role in the success of professionals in the workplace. This study employed a descriptive-correlational research design to investigate the relationships of emotional intelligence and personality variables on attitude toward organizational change in Malaysian secondary school context. The study involved a total of 75 professionals chosen randomly from Insurance and Private sectors Bank in Ratlam district. The purpose of the present study is to add a different way of looking and working with organisational change by focusing on individuals' emotions and personality traits. The results confirmed that there is a relationship between personality traits and employees' attitudes toward change. Similarly, the contribution of emotional intelligence to the attitudes to change was found to be significant, indicating the added value of using an emotional intelligence measure above and beyond the effect of personality.

Keywords: *Emotional Intelligence, Personality, Attitude Toward Organizational Change.*

Introduction

The attitude of a person, besides EI and Personality plays a crucial role in the way he/she deals with other individuals, caters to their needs and handles stressful situations during change. The attitude of an employee affects the way a customer is treated and a loyal and happy customer base is an outcome of a positive attitude exhibited by the employee. A positive attitude in customer service and positive experiences of a customer creates a good reputation of the company and the customers would like to do more business with such companies.

Knowledgeable Research Vol.1, No.9, April 2023. ISSN: 2583-6633, Kamaljeet Kaur Bhatia.

‘Emotional Intelligence’ (EI) comprises of the word “emotion” and “intelligence”. Emotions are an outcome of the reaction of an individual to any specific situation which might result in anger, frustration, love, fear, happiness, remorse, hatred, etc. Intelligence or Intelligence Quotient (IQ) on the other hand has to do with your cognitive abilities like problem-solving, critical thinking, comprehension, learning, calculating, memorizing, etc. So, to sum up EI is considered to be the non-cognitive component of human intelligence.

“Emotional Intelligence is a few recognizing, understanding and choosing how we think, feel and act. It shapes our interaction with others and our understanding of ourselves. It defines how and what learn; it allows us to set priorities; it determines the majority of our daily actions. Research suggests it is responsible for as much as 80 per cent of the “success” in our lives.”

The terminology “Emotional Intelligence” was created by Salovey and Mayer (1990) who said that “Emotional Intelligence (EI) is the ability to monitor one’s own and others’ feelings and emotions, and to use this information to guide and manage one’s thinking and actions.” They said that apart from intelligence; sensitivity, empathy and interpersonal relations can predict the success of an individual in life.

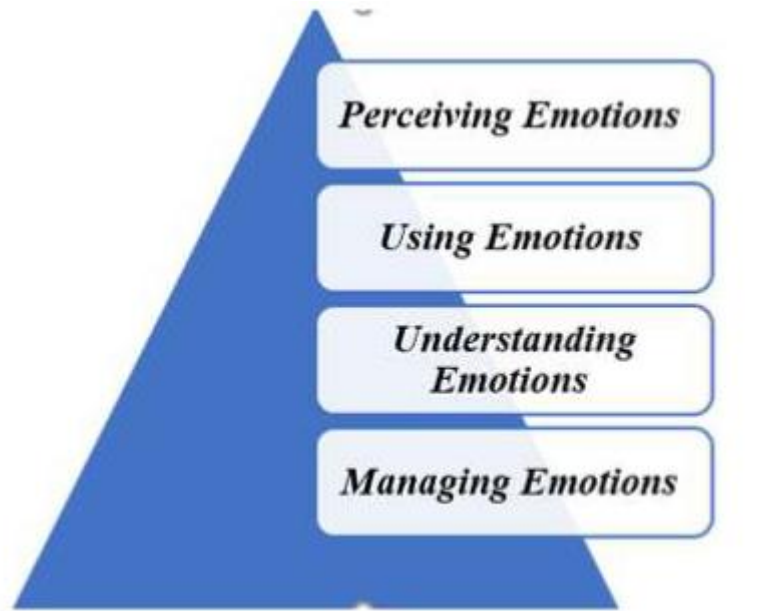


Figure 2.1: Salovey and Mayer’s Ability Model of Emotional Intelligence

The trait theory of personality classifies personality into Type-A, B, C & D Personality, Introvert & Extrovert and Judgmental & Perceptive Personality.

Type A persons are characterized by a sense of urgency, are workaholics, and ambitious. They like to take control of the situations, are goal oriented and have a practical approach towards problem solving.

Type B persons like to socialize, are full of energy, enjoy the company of others and prefer to be the centre of attraction. They are afraid of public humiliation since they fear that their social contacts will condemn them. Such persons have an impeccable sense of their overall appearance and always portray themselves as successful at whatever task they take-up, even if they are not. Their quick wit, humour and spontaneity make them affable persons.

Type C persons are detail-oriented persons who like logic, accuracy and rationality in their work. They prefer working in stable and controlled environment as opposed to a challenging or volatile environment.

The type D personality type people generally have an easy going and slower attitude towards life and work. They look for job security and longevity and are content doing repetitive tasks making them highly skilled in that particular area. They dislike changes due to the fear of unknown and that the future would be murkier than the present.

REVIEW OF LITERATURE: -

Sadovyy, M., et al (2021) analysed the moderating role of EI on the effect of stress caused by the pandemic on job performance and counterproductive work behaviour (CWB). The results established a relationship between the impact of covid stress on job performance and counterproductive work behaviour of employees with EI as a moderator. Employees with high EI had less covid stress and exhibited high performance and lower CWB as opposed to a person with low EI and high covid stress.

Hussein, B. et al, (2020) analysed the effect of EI on counterproductive work behaviour and organizational commitment of employees under the mediating variable transformational leadership (TL). The results established employees with higher EI exhibited less counterproductive behaviour and enhanced commitment towards the organization. TL too led to a reduction in counterproductive work behaviour and an increase in organizational commitment. TL also played a mediating role between EI, counterproductive work behaviour and organizational commitment.

Extremera, N., et. al. (2018) in their study have substantiated a significantly positive relationship between EI and employee engagement dimensions viz., dedication, vigour and adoption as well as with total job satisfaction. The mediation analysis established an indirect association between perceived EI with job satisfaction through dedication and vigour scores.

Yucel Karamustafa, E., and Kunday, O. (2018) studied the role of EI dimensions-self-awareness, self-management, social awareness and relationship management with employee engagement with Gender moderating the relationship. A significantly positive relationship between EI and employee engagement was established from the outcomes but the moderating role of gender was not ascertained from the study.

OBJECTIVES OF THE STUDY:-

1. To study the relationship between the of Attitude towards Organizational Change (ATOC) variables and Emotional Intelligence.
2. To study the relationship between the Emotional Intelligence (EI) variables and Personality.

HYPOTHESES OF THE STUDY:-

Ho1: There is an insignificant relationship between the Emotional Intelligence (EI) variable and Attitude towards Organizational Change (ATOC) variable.

Ho2: There is an insignificant relationship between Emotional Intelligence (EI) variable and personality.

Ho3: There is an insignificant relationship between personality and Attitude towards Organizational Change (ATOC) variable.

RESEARCH METHODOLOGY:-

In the present study, validated standardized scales method is employed for collecting primary data. Keeping in mind the objectives of the study, Primary data is referred to the information which is directly collected by the researcher from a sample population through surveys, interviews; the analysis of data was done using the Statistical Package for Social Sciences (SPSS) Version 25 developed by IBM. The primary data collected is entered into the SPSS Software and the output is taken. Statistical tools like Correlation Coefficients, is used to analyse the data.

SAMPLE AND SAMPLE SIZE:-

- a. Type of Population: In-Finite
- b. Sampling Areas: Indore and Ujjain cities
- c. Source Units: Insurance and Private sectors Bank.
- d. Size of Sample: 75

STATISTICAL TOOL:-

The study is being carried out to study “the role of EI and personality variables on attitude towards organizational change”. The researcher made use of three scales, one each for the independent variables Emotional Intelligence and Personality and the third one for the outcome variable attitude towards organizational change (ATOC). The researcher used previously validated standardized scales to measure Emotional Intelligence, Personality, and Attitude towards Organization Change.

For measuring EI, the Wong & Law Emotional Intelligence Scale (WLEIS) developed by CS Wong and KS Law in 2002 is another measure of EI that is based on the ability model. This scale measures the following four dimensions of EI:

- i. Use of emotion (UOE)
- ii. Regulation of emotion (ROE)
- iii. Self-Emotional Appraisal (SEA)
- iv. Others' Emotional Appraisal (OEA)

The Personality Scale by Yoo & Gretzel (2011) adapted from IPIP, 2008;Goldberg, 1999 was used for measuring the personality dimensions- conscientiousness, neuroticism, agreeableness, openness, and extraversion. The scale has 25 statements based on a seven-point Likert scale with five statements each used for measuring the five variables.

Attitude towards Organizational Change (ATOC) is a scale comprising of 18- items by Dunham, et al. (1989) that was utilized to measure Attitude toward Organizational Change (ATOC). It consists of three scales comprising of six items each to measure the three dimensions of ATOC namely, Behavioural Reactions to Change (BRC); Affective Reactions to Change (ARC); and Cognitive Reactions to Change (CRC).

ANALYSIS AND INTERPRETATION:

Table No. 01

Correlation Coefficients of Emotional Intelligence (EI) Dimensions with Attitude towards Organizational Change (ATOC) Dimensions

Dimensions of Emotional Intelligence (EI)	Attitude towards Organizational Change (ATOC) Dimensions		
	BRC	CRC	ARC
SEA	0.739*	0.435*	0.208*
OEA	0.169*	0.122*	0.399*
UOE	0.540*	0.448*	0.258*
ROE	0.26	0.27	0.003

*Correlation is significant at the 0.05

It is established from Table No. 01 that a significant and positive correlation exists between Self-Emotional Appraisal (SEA), and the three dimensions of ATOC (ARC, BRC & CRC). A positive and significant correlation exists between Other’s Emotional Appraisal (OEA) with CRC, BRC & ARC. A positive and significant correlation is also established between Use of Emotions (UOE) with CRC, BRC & ARC. The Regulation of Emotions (ROE) dimension of EI was found to have an insignificant but positive relationship with BRC & ARC, and had a negatively insignificant relationship with ARC.

Table No. 02

Correlation Coefficients of Emotional Intelligence (EI) Dimensions with Personality Dimensions

Dimensions of Emotional Intelligence (EI)	Attitude towards Organizational Change (ATOC) Dimensions				
	Personality I	Personality II	Personality III	Personality IV	Personality V
SEA	0.294*	0.292*	0.350*	0.309*	0.345*
OEA	0,208*	0.155*	0.177*	0.148*	0.111*
UOE	0.377*	0.310*	0.424*	0.328*	0.381*
ROE	0.49	-0.015	-0.002	0.038	0.050

*Correlation is significant at the 0.05

From Table No. 02 it can be established that a significantly positive correlation exists between use of emotions (UOE), self-emotional appraisal (SEA), and other’s emotional appraisal (OEA) with the five dimensions of personality. An insignificant correlation exists between ROE and personality dimensions.

Table No. 03

Correlation Coefficients of Personality Dimensions with Attitude towards Organizational Change (ATOC) Dimensions

Dimensions of Personality Traits	Attitude towards Organizational Change (ATOC) Dimensions
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	BRC	CRC	ARC
Personality I	0.271*	0.459*	0.299*
Personality II	0.265*	0.477*	0.224*
Personality III	0.376*	0.451*	0.299*
Personality IV	0.349*	0.419*	0.319*
Personality V	0.344*	0.425*	0.268*

*Correlation is significant at the 0.05

From Table No. 03 it is evident that all five dimensions of personality correlate positively and significantly with the three dimensions of Attitude Towards Organizational Change (ATOC) namely ARC, BRC & CRC.

It is established from Table No. 01 that a significant and positive correlation exists between Self-Emotional Appraisal (SEA), and the three dimensions of ATOC (ARC, BRC & CRC). A positive and significant correlation exists between Other’s Emotional Appraisal (OEA) with CRC, BRC & ARC. A positive and significant correlation is also established between Use of Emotions (UOE) with CRC, BRC & ARC. The Regulation of Emotions (ROE) dimension of EI was found to have an insignificant but positive relationship with BRC & ARC, and had a negatively insignificant relationship with ARC.

LIMITATIONS OF THE STUDY:-

1. The current study was limited to the banking and Insurance sector and two geographic areas in particular, the results may therefore be not applicable to other areas. Future studies can be conducted in other areas and sectors too, to generalize the outcomes. This study was restricted to the Ratlam district in Madhya Pradesh so the results cannot be generalized at the Pan India level.

2. There are many scales that are available for measuring the trait emotional intelligence, personality and attitude towards change developed by researchers. The present study has used shorter versions of the scales since respondents prefer shorter surveys. Measurement Scales

other than the ones used for the current study could have been used for studying the same set of variables or different variables.

3. The current study was a non-funded study therefore due to the paucity of resources only one geographic area was covered for the study. The time frame was another limiting factor that restricted the study to one geographic area and a smaller sample size. A bigger sample size could have yielded more precise results and the findings could have been generalized for the employees of one geographic region.

CONCLUSION:-

1. There is an insignificant relationship between the Emotional Intelligence (EI) variable and Attitude towards Organizational Change (ATOC) variable was tested and the Correlation was found significant. . Therefore, hypotheses Ho1 were not accepted there by establishing that a significant relationship exists between EI variables with Attitude towards Organizational Change.

2. There is an insignificant relationship between Emotional Intelligence (EI) variable and personality was tested and the Correlation was found significant. . Therefore, hypotheses Ho2 were not accepted there by establishing that a significant relationship exists between EI variables with personality.

3. There is an insignificant relationship between personality and Attitude towards Organizational Change (ATOC) variable was tested and the Correlation was found significant. Therefore, hypotheses Ho3 were not accepted there by establishing that a significant relationship exists between personality and Attitude towards Organizational Change (ATOC)

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