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**Impact of Socio-Economic Variables on Emotional Intelligence of Front**

**Line Executives**

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# **Impact of Socio-Economic Variables on Emotional Intelligence of Front Line Executives**

## **Abstract**

Now a days, various organizations are working on the concept of emotional intelligence because various researchers in the field of psychology have proved the importance of emotional intelligence in the work lives of individuals. So, the factors affecting emotional intelligence of individuals have been the research area for organizations. The impact of socio-economic variables on emotional intelligence has been a debatable issue from past few years. The objective of the present study is to find out the impact of various socio-economic variables on the emotional intelligence of front line executives in service sector. Front line executives have been taken in the study because they are the most important part of organization, as they represent organization in front of customer. The study was conducted on the basis of sample taken from the area of NCR (Delhi and Neighborhood cities, Faridabad, Gurgaon, Noida). A sample of 400 respondents was taken randomly from the survey population. The results depicted that some of socio economic variables: Gender and Religious Orientation affect emotional intelligence but Age, Educational Qualification, Marital Status, Income and Upbringing place have no impact on the total emotional intelligence of customer care executives. These variables affect only some of the EI factors and not the total emotional intelligence.

## **Introduction**

Researchers in the field of psychology have recognized the role of emotional intelligence in the lives of individuals. According to them Emotional intelligence is a positive trait which

results into increased work performance of individuals. Traditionally, it was believed that emotions and feelings of individual workers have lesser role in their job performance. Since we cannot smell, touch, taste and measure emotions, this intangible concept got only limited attention from organizations. Management viewed emotions as subjective and quirky phenomenon, which does not contribute to productivity and profit. But later on when researchers evolved instruments to measure emotional intelligence of a person (EQ) and proved that EQ is more important than IQ for success of individuals in personal and professional lives, the interest of organizations increased in the concept. Now a days, various organizations are working on emotional intelligence of the employees and so the factors affecting emotional intelligence of individuals has been the research area for organizations. The impact of socio-economic variables on emotional intelligence has been a debatable issue from past few years. Various researches have been conducted in this area. Related literature motivated me to conduct a research in this area.

The objective of the present study is to find out the impact of various socio-economic variables on the emotional intelligence of front line executives in service sector. Front line executives have been taken in the study because they are the most important part of organization, as they represent organization in front of customer. The interface between customer and executive is largely dependent on the emotional intelligence of the executive. In service sector this interface is 'maximum' and so the profitability of the organization is largely dependent on the capabilities of the executives. That's why this study would be of greater importance for service sector front line executives.

## **Research Methodology**

### **Hypothesis**

H1: There is significant impact of socio-economic profile of respondents on their emotional intelligence.

### **Methodology**

The universe of the study is confined to four service sectors in India: Insurance, Telecommunication, Retail and Call Centre. The survey population of the study included only 'Front line executives' from these four sectors. The study was conducted on the basis of sample taken from the area of NCR (Delhi and Neighborhood cities, Faridabad, Gurgaon, Noida). A sample of 400 respondents was taken randomly from the survey population.

### **Data Collection:**

Since the nature of the proposed study is empirical, it was completed mainly with the help of primary data. Primary data on emotional intelligence and socio-economic profile of executives was collected and administered through well-structured questionnaire. The questionnaire was having two sections. First section was having 52 statements for measurement of emotional intelligence. Second section was about the socio-economic profile of the respondent. In the current study seven socio-economic variables have been taken: Marital Status, Gender, Age, Income, Educational Qualification, Upbringing place and Religious Orientation. The secondary information was collected from available literature on the proposed topic from Journals, Books, Newspaper and Magazines; and Internet.

### **Data Analysis Tools and Techniques:**

Collected data was analyzed by appropriate statistical tools. Factor Analysis, ANOVA and t-test were applied. SPSS software was used for computerized data processing and analysis. Factor analysis was conducted on 52 statements and 14 factors of emotional intelligence were

extracted from these 52 statements. ANOVA and t-test were applied to find out differences in the emotional intelligence of executives on the basis of various socio-economic variables.

## Data Analysis and Interpretation

### 1.1 Impact of Gender

According to 'Gender' the respondents were divided into two categories, i.e. Male and Female. To find out the impact of 'Gender' on Total EQ score and 14 EI factor scores, independent sample t-test was applied. Table 1 represent the descriptive statistics of 14 EI factors score and total EQ score of respondents according to Gender.

**Table 1: Summary of mean score and t-test of dimensions of Emotional Intelligence on the basis of gender of respondent**

Dimensions	Male (266)		Female (134)		t-value
	Mean	S.D.	Mean	S.D.	
Happiness	3.87	.650	3.62	.695	3.443**
Flexibility	3.68	.686	3.69	.616	-.145
Assertiveness	3.39	.658	3.35	.633	.551
Emotional Realm (ER)	3.64	.689	3.60	.766	.512
Stress Tolerance (ST)	3.48	.694	3.15	.716	4.321**
Empathy	3.62	.694	3.56	.737	.840
Influence	3.63	.680	3.40	.659	3.266**
Feedback	3.60	.786	3.46	.722	1.761
Independence	3.49	.653	3.39	.669	1.431
Emotional Control (EC)	3.40	.728	3.32	.717	1.070
Self Regard (SR)	3.78	.652	3.69	.651	1.382
Interpersonal Relations (IR)	3.60	.654	3.66	.689	-.809
Optimism	3.70	.656	3.54	.653	2.231*
Communication (COM)	3.78	.662	3.74	.639	.684

EQ Score	188.59	23.142	182.79	19.436	2.640**
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\* Significant at 0.05 level

\*\* Significant at 0.01 level

The table represents the mean scores and standard deviation of male and female respondents for 14 factors of Emotional intelligence and total EQ. The mean varies for male and female respondents in almost each factor and total EQ. To test the significance of differences, results of t-test were seen. By viewing the significance value it is clear that male and female vary in case of Happiness, Optimism, Stress Tolerance, Influence and Total EQ Score. In remaining other sub factors gender has no impact. Table 1 represents that mean score of male respondents is more in case of Happiness, Optimism, Stress Tolerance, Influence and Total EQ. So this hypothesis is partially rejected and partially accepted. This means on certain parameters of emotional intelligence, males and females are different whereas on some other parameter of EI, males and females are not different.

## 1.2 Impact of Age

According to age the respondents were divided into five categories, i.e. 'Below 20', '21-25', '26-30', '31-35', 'Above 35'. To find out the impact of Age on Total EQ score and EI factor score, ANOVA was applied. Descriptive statistics of total EQ score & EI factor scores of respondents according to different age categories and the significance values from ANOVA table and 'Robust Tests of Equality of Means' table are depicted in table 2.

**Table 2: Summary of mean and ANOVA of dimensions of Emotional Intelligence according to age of respondents**

Dimensions	A1 (42)		A2 (192)		A3 (108)		A4 (32)		A5 (26)		p value
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	
Happiness	3.58	.694	3.83	.664	3.76	.639	3.82	.870	3.86	.574	.256

Flexibility	3.88	.581	3.61	.710	3.62	.578	3.92	.662	3.83	.649	.106
Assertiveness	3.26	.902	3.45	.634	3.44	.622	3.06	.453	3.21	.422	.000**
ER	3.23	.698	3.64	.714	3.72	.675	3.70	.804	3.71	.623	.003**
ST	3.38	.752	3.33	.745	3.49	.588	3.23	.780	3.27	.839	.212
Empathy	3.39	.696	3.59	.787	3.67	.637	3.72	.553	3.58	.504	.182
Influence	3.82	.729	3.56	.675	3.39	.666	3.66	.581	3.63	.690	.007**
Feedback	3.26	.709	3.61	.798	3.58	.741	3.59	.677	3.42	.771	.081
Independence	3.63	.566	3.39	.714	3.50	.573	3.52	.619	3.42	.731	.189
EC	3.41	.597	3.33	.795	3.38	.744	3.54	.377	3.46	.604	.207
Self Regard	3.65	.806	3.78	.607	3.72	.686	3.73	.619	3.90	.613	.627
IR	3.54	.459	3.61	.694	3.62	.708	3.92	.568	3.46	.590	.024*
Optimism	3.70	.735	3.67	.659	3.59	.647	3.60	.646	3.77	.601	.672
COM	3.74	.674	3.81	.649	3.76	.695	3.69	.619	3.69	.549	.805
EQ Score	184.57	20.014	186.41	22.726	187.00	22.570	189.19	19.757	187.23	22.864	.931

A1= Below 20, A2= 21-25, A3=26-30, A4=31-35, A5=Above 35

\* Significant at 0.05 level

\*\* Significant at 0.01 level

One of the assumptions of the one-way ANOVA is that the variances of the groups in comparison are similar. Levene's Test of Homogeneity of Variance was used to find out homogeneity of variances. The assumption of homogeneity of variance is met in the case of Happiness, Flexibility, Emotional Realm, Influence, Feedback, Optimism, Communication and EQ score. For these factors ANOVA table was referred for significance (p) value. For remaining factors where assumption of homogeneity of variance was not met, 'Robust Tests of Equality of Means' table (output of Welch test) was referred for p value. The values given in above table are mentioned accordingly. The table clearly depicted that the age of respondent has no impact on their total emotional intelligence (EQ Score). A younger person

can have more emotional intelligence than an older age person. But some of the factors of emotional intelligence are significantly different ( $p < 0.05$ ) across different categories of age. These factors are: Assertiveness, Emotional Realm, Influence and Interpersonal Relations.

### 1.3 Impact of Marital Status

According to Marital Status, the respondents were divided into two categories, i.e. 'Unmarried' and 'Married'. As the number of groups under study is two, t-test was applied. The descriptive statistics of dimensions of emotional intelligence according to their marital status and t values are represented in the table 3 given below:

**Table 3: Summary of mean score and t-test of dimensions of Emotional Intelligence according to marital status of respondents**

Dimensions	Unmarried (262)		Married (138)		t-value
	Mean	S.D.	Mean	S.D.	
Happiness	3.80	.624	3.76	.763	.591
Flexibility	3.67	.673	3.71	.643	-.602
Assertiveness	3.38	.693	3.39	.558	-.186
Emotional Realm	3.59	.734	3.70	.674	-1.499
Stress Tolerance	3.37	.711	3.36	.730	.202
Empathy	3.55	.726	3.70	.667	-1.965*
Influence	3.56	.696	3.55	.653	.041
Feedback	3.53	.782	3.60	.738	-.895
Independence	3.44	.677	3.48	.625	-.688
Emotional Control	3.33	.729	3.46	.712	-1.733
Self Regard	3.73	.666	3.79	.627	-.818
Interpersonal Relations	3.56	.682	3.72	.622	-2.401**
Optimism	3.67	.678	3.61	.620	.826
Communication	3.79	.661	3.74	.643	.690



EQ Score	185.86	22.498	188.14	21.374	-.997
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\* Significant at 0.05 level

\*\* Significant at 0.01 level

The table shows the mean scores and standard deviation of unmarried and married respondents for 14 factors of Emotional intelligence and total EQ. The mean varies for unmarried and married respondents in almost each factor and total EQ. By viewing all t values and their significance the conclusion drawn is that unmarried and married vary in case of Empathy and Interpersonal Relations. In remaining other factors and total EQ score marital status has no impact. Table 3 represented that mean score of married respondents is more in case of Empathy and Interpersonal Relations. So this hypothesis is partially rejected and partially accepted. This means on certain parameters of emotional intelligence, unmarried and married are different but total emotional intelligence is not affected by marital status.

#### 1.4 Impact of Income

According to income (gross annual income in Rs.) executives were divided into four categories: 'below 1,00,000', '1,00,000-3,00,000', '3,00,001-5,00,000' and '5,00,001-8,00,000'. Again ANOVA was applied to compare the means. The mean EQ scores and EI factor scores for different income groups, standard deviations and significance values from ANOVA table and 'Robust Tests of Equality of Means' Table are mentioned in the table 4.

**Table 4: Summary of mean and ANOVA of dimensions of Emotional Intelligence according to income of respondents**

Dimensions	I1 (142)		I2 (190)		I3 (52)		I4 (16)		Sig.
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	
Happiness	3.80	0.754	3.76	0.640	3.77	0.559	4.02	0.691	.514
Flexibility	3.73	0.728	3.63	0.591	3.70	0.677	3.83	0.816	.471
Assertiveness	3.48	0.797	3.33	0.580	3.41	0.408	3.00	0.376	.001**

ER	3.58	0.802	3.62	0.646	3.85	0.721	3.34	0.499	.054
ST	3.44	0.794	3.30	0.678	3.36	0.639	3.59	0.645	.170
Empathy	3.67	0.764	3.51	0.712	3.71	0.536	3.81	0.512	.067
Influence	3.66	0.755	3.46	0.612	3.57	0.739	3.72	0.397	.025*
Feedback	3.59	0.896	3.51	0.657	3.65	0.777	3.50	0.730	.553
Independence	3.30	0.675	3.54	0.652	3.47	0.579	3.72	0.625	.003**
EC	3.37	0.783	3.36	0.669	3.42	0.801	3.54	0.596	.769
Self Regard	3.67	0.677	3.79	0.645	3.83	0.641	3.81	0.512	.280
IR	3.61	0.715	3.64	0.615	3.59	0.702	3.54	0.728	.921
Optimism	3.59	0.702	3.67	0.634	3.73	0.698	3.67	0.345	.561
COM	3.81	0.716	3.71	0.649	3.88	0.530	3.75	0.447	.296
EQ Score	187.00	23.407	185.41	21.166	189.23	22.414	189.88	21.282	.643

I1=Below 1,00,000, I2=1,00,000-3,00,000, I3=3,00,001-5,00,000, I4=5,00,001-8,00,000

\* Significant at 0.05 level

\*\* Significant at 0.01 level

The assumption of homogeneity of variance is met in the case of Happiness, Stress Tolerance, Independence, Emotional Control, Self Regard, Interpersonal Relations, Communication and EQ score, as reported in 'Test of Homogeneity of Variances'. For these factors ANOVA table was referred and for remaining other factors 'Robust Tests of Equality of Means' Table was referred. The values given in above table are mentioned accordingly. The table clearly depicted that the income of respondent has no impact on their total emotional intelligence (EQ Score). But some of the factors of emotional intelligence are significantly different ( $p < 0.05$ ) across different categories according to income. These factors are: Assertiveness, Influence and Independence.

### 1.5 Impact of Educational Qualification

According to educational qualification, respondents are divided into 4 categories: ‘Senior Secondary’, ‘Graduate’, ‘Post Graduate’ and ‘Professional Qualification’. ANOVA was used to compare means. The descriptive statistics according to educational qualification and significance values from ANOVA table and ‘Robust Tests of Equality of Means’ Table are given in table 5.

**Table 5: Summary of mean and ANOVA of dimensions of Emotional Intelligence according to educational qualification of respondents**

Dimensions	E1 (108)		E2 (168)		E3 (34)		E4 (90)		F value
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	
Happiness	3.79	0.779	3.83	0.649	3.70	0.654	3.74	0.594	.635
Flexibility	3.68	0.639	3.73	0.640	3.76	0.612	3.56	0.741	.224
Assertiveness	3.46	0.772	3.32	0.625	3.37	0.572	3.39	0.551	.485
ER	3.47	0.802	3.65	0.678	3.91	0.674	3.67	0.651	.016*
ST	3.39	0.744	3.40	0.727	3.37	0.565	3.29	0.723	.733
Empathy	3.52	0.716	3.60	0.698	3.59	0.748	3.71	0.703	.323
Influence	3.75	0.754	3.51	0.665	3.53	0.609	3.43	0.603	.005**
Feedback	3.54	0.853	3.63	0.777	3.47	0.748	3.48	0.636	.428
Independence	3.34	0.704	3.46	0.639	3.72	0.690	3.48	0.606	.032*
EC	3.40	0.671	3.37	0.726	3.45	0.655	3.34	0.813	.867
Self Regard	3.70	0.651	3.75	0.629	3.56	0.631	3.91	0.683	.033*
IR	3.49	0.617	3.61	0.661	3.73	0.790	3.74	0.662	.042*
Optimism	3.57	0.602	3.69	0.694	3.75	0.702	3.64	0.639	.440
COM	3.81	0.658	3.77	0.663	3.76	0.496	3.72	0.691	.805
EQ Score	185.65	21.408	187.12	23.228	188.35	22.891	186.33	20.791	.916

E1=Senior Secondary, E2=Graduate, E3=Post Graduate and E4=Professional Qualification

\* Significant at 0.05 level

\*\* Significant at 0.01 level

The assumption of homogeneity of variance is met in the case of Happiness, Flexibility, Stress Tolerance, Empathy, Influence, Feedback, Independence, Emotional Control, Self Regard, Interpersonal Relations, Optimism, Communication and EQ score, as reported by ‘Test of Homogeneity of Variances’. For these factors ANOVA table was referred and for remaining other factors ‘Robust Tests of Equality of Means’ Table was referred. The values given in above table are mentioned accordingly. The table clearly depicts that the educational qualification of respondent has no impact on their total emotional intelligence. But Emotional Realm, Influence, Independence, Self Regard and Interpersonal Relation are significantly different ( $p < 0.05$ ) across different categories of educational qualification.

### 1.6 Impact of Upbringing Place

According to the upbringing place, respondents were divided into four categories: ‘Metro City’, ‘Large City’, ‘Town’ and ‘Village’. The results of ANOVA are given in table 6.

**Table 6: Summary of mean and ANOVA of dimensions of Emotional Intelligence according to upbringing place of respondents**

Dimensions	U1 (122)		U2 (100)		U3 (132)		U4 (46)		Sig. value
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	
Happiness	3.79	0.734	3.78	0.652	3.79	0.630	3.78	0.705	.998
Flexibility	3.77	0.760	3.61	0.627	3.65	0.630	3.70	0.533	.353
Assertiveness	3.41	0.694	3.31	0.722	3.36	0.513	3.51	0.703	.390
ER	3.69	0.700	3.56	0.803	3.63	0.615	3.60	0.819	.619
ST	3.52	0.751	3.17	0.602	3.32	0.724	3.57	0.723	.001**
Empathy	3.77	0.706	3.68	0.493	3.40	0.754	3.59	0.842	.001**
Influence	3.67	0.619	3.50	0.741	3.44	0.654	3.74	0.713	.009**

Feedback	3.54	0.849	3.53	0.721	3.64	0.691	3.41	0.839	.362
Independence	3.48	0.692	3.44	0.637	3.48	0.627	3.35	0.718	.649
EC	3.61	0.734	3.39	0.727	3.24	0.707	3.13	0.577	.000**
Self Regard	3.82	0.698	3.76	0.547	3.74	0.662	3.62	0.707	.354
IR	3.65	0.677	3.54	0.690	3.62	0.632	3.70	0.681	.510
Optimism	3.75	0.698	3.64	0.675	3.59	0.624	3.59	0.596	.224
COM	3.88	0.796	3.82	0.575	3.69	0.551	3.61	0.632	.042*
EQ Score	190.72	25.541	184.54	20.610	184.65	18.587	186.17	23.998	.154

U1=Metro City, U2=Large City, U3=Town, U4=Village

\* Significant at 0.05 level

\*\* Significant at 0.01 level

The assumption of homogeneity of variance is met in the case of Happiness, Stress Tolerance, Influence, Independence, Emotional Control, Self Regard, Interpersonal Relations and Optimism, as reported by 'Test of Homogeneity of Variances'. For these factors ANOVA table was referred and for remaining other factors 'Robust Tests of Equality of Means' Table was referred. The values given in above table are mentioned accordingly. The table clearly depicted that the upbringing place of respondent has no impact on their total EQ Score ( $p > 0.05$ ). But Stress Tolerance, Empathy, Influence, Emotional Control and Communication are significantly different ( $p < 0.05$ ) across different categories according to upbringing place.

### 1.7 Impact of Religious Orientation

According to the religious orientation, we have divided the customer care executives into five categories: 'Ethicist', 'Less Religious', 'No Views', 'Religious' and 'Very Religious'. Again ANOVA was applied. The results are depicted in table 7.

**Table 7: Summary of mean and ANOVA of dimensions of Emotional Intelligence according to religious orientation of respondents**

Dimensions	R1 (8)		R2 (30)		R3 (36)		R4 (162)		R5 (164)		Sig. value
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	
Happiness	3.84	0.787	3.90	0.414	3.81	0.552	3.67	0.717	3.84	0.787	.113
Flexibility	3.85	0.612	3.53	0.518	3.41	0.499	3.63	0.607	3.85	0.612	.005**
Assertiveness	3.75	0.378	3.53	0.409	3.01	0.568	3.38	0.659	3.75	0.378	.000**
ER	3.75	0.779	3.80	0.631	3.10	0.592	3.62	0.637	3.75	0.779	.000**
ST	3.25	0.327	3.60	0.649	3.33	0.676	3.36	0.694	3.25	0.327	.469
Empathy	3.06	1.059	3.58	0.627	3.29	0.502	3.65	0.643	3.60	1.059	.007**
Influence	3.81	1.155	3.62	0.516	3.32	0.654	3.44	0.629	3.81	1.155	.005**
Feedback	3.13	1.157	3.47	0.754	3.36	0.859	3.52	0.716	3.13	1.157	.053
Independence	3.63	0.482	3.43	0.807	3.65	0.616	3.36	0.633	3.63	0.482	.084
EC	3.50	0.182	3.20	0.819	3.35	0.699	3.42	0.735	3.50	0.182	.620
Self Regard	3.31	1.059	3.93	0.576	3.63	0.677	3.73	0.654	3.31	1.059	.092
IR	3.92	0.638	3.38	0.654	3.24	0.595	3.58	0.624	3.92	0.638	.000**
Optimism	3.83	1.055	3.64	0.625	3.39	0.639	3.61	0.621	3.83	1.055	.035*
COM	3.50	1.000	3.77	0.691	3.47	0.430	3.79	0.654	3.50	1.000	.005**
EQ Score	188.25	31.743	188.47	13.030	176.61	21.373	184.84	21.443	188.25	31.743	.021*

R1=Ethicist, R2=Less Religious, R3=No Views, R4=Religious, R5=Very Religious

\* Significant at 0.05 level

\*\* Significant at 0.01 level

The assumption of homogeneity of variance is met in the case of Stress Tolerance, Feedback, Independence, Emotional Control, Self Regard, Interpersonal Relations and Optimism, as reported in 'Test of Homogeneity of Variances' table. For these factors ANOVA table was referred and for remaining other factors 'Robust Tests of Equality of Means' Table was referred. The values given in above table are mentioned accordingly. The table clearly depicted that the religious orientation of respondent affects their total emotional intelligence. Flexibility, Assertiveness, Emotional Realm, Empathy, Influence, Interpersonal relations, Optimism and Communication are also significantly different ( $p < 0.05$ ) across different categories according to religious orientation.

So, the test of hypothesis for impact of socio economic variables on emotional intelligence depicted that Gender and Religious Orientation affect emotional intelligence but Age, Educational Qualification, Marital Status, Income and Upbringing place have no impact on the total emotional intelligence of customer care executives. These variables affect only some of the EI factors and not the total emotional intelligence.

### **Finding and Conclusion**

The findings from the analysis are:

- a. Male and female vary in their emotional intelligence score. Males are scoring higher in total EQ score. By studying the details of all EI factors, it was revealed that males are scoring high in Happiness, Optimism, Stress Tolerance and Influence. In remaining other factors gender has no impact. In literature we have a mixed view regarding this aspect. Certain researches report that there is no difference in male and female emotional intelligence (**Bar-On, 1997b; Schutte et al., 1998; Bar-On, Brown, Kirkcaldy & Thome, 2000; Brooks, 2002; Tiwari & Srivastava, 2004; Devi &**

**Rayulu, 2005; Brown & Schutte, 2006; Hopkins & Bilimoria, 2007; Newland & Mehta, 2009; Mishra & Mohapatra, 2010; Tariq, Majoka & Hussain, 2011).** Certain studies depict that male and female do not vary in their total emotional intelligence score, but may differ in certain EI factor. In some factors males are better and in some other females are better (**Vine, 1999; Humpel et al. 2001; Cavallo & Brenza, 2002; Venkatapathy, 2002; Goleman, 2003; Higgs, 2003; Nikolaou & Tsaousis, 2002; Petrides, et al., 2004; Stone et al., 2005; Lyusin, 2006; Stein & Book, 2006; Alumran & Punamaki, 2008**) Another group of researcher have proved that male and female vary both in total EQ score and EI competencies also (**Mandell and Pherwani, 2003; Harrod and Scheer, 2005; Punia, 2005; Adeyemo, 2008; Rahim, 2010**). Some researchers have proved that men are better at regulating emotions (**Pandey & Tripathi, 2004; Silveri, Tzilos, Pimentel & Yurgelum-Todd, 2004; Austin, Evans, Goldwater & Potter, 2005; Van Rooy, Alonso & Viswesvaran, 2005; Bindu & Thomas, 2006**), and are more skillful at controlling impulses and tolerating stress (**Thayer, Rossy, Ruiz-Padial & Johnsen, 2003**)<sup>1</sup>. Again the current study is in congruence with these results.

- b. Results of ANOVA depicted that age of respondent has no impact on total emotional intelligence. This result is in congruence with the studies of **Slaski and Cartwright (2003), Harrod and Scheer (2005) & Alumran & Punamaki (2008)**. Some studies are contrary to the results. According to those studies with age emotional intelligence increases (**Goleman 1995; Mayer & Geher, 1996; Nikolaou & Tsaousis, 2002; Mayer, Salovey, Caruso and Sitarenios, 2003; Abraham, 2004; Mayer, Caruso & Salovey, 2004; Bastian, 2005; Punia, 2005**). One study reported negative relationship between age and emotional intelligence (**Rahim, 2010**)<sup>2</sup>. Current study also revealed



that some of the EI factor scores are significantly different in different age groups: Assertiveness, Emotional Realm, Influence and Interpersonal Relations.

- c. According to results marital status has no impact on the emotional intelligence of executives. The results are in congruence with **Punia, 2005 and Rahim, 2010**. Very few researches have been conducted in this area. Results depict that 'Empathy' and 'Interpersonal Relation' scores are different for married and unmarried respondents.
- d. Another socio-economic variable income was again not found to be significantly affecting the total emotional intelligence of the executives. The results are contrary to the existing literature (**Harrod and Scheer, 2005**). But this study has taken income as 'Household Income'. So the difference could be due to income parameter. Another study by **Derksen and Bogel, 2005** depict that people with high EQ earn more than people with average EQ. As per the current study three EI factor differ across different income categories: Assertiveness, Influence and Independence.
- e. Another socio economic variable was educational qualification. The results depicted that educational qualification does not have any significant impact on the total emotional intelligence of individuals. The results are in congruence of studies conducted by **Brooks, 2002; Mishra & Mohapatra, 2010**. But the results are contrary to the findings of **Nikolaou & Tsaousis (2002) & Rahim (2010)**. According to them emotional intelligence is positively correlated with the number of years in education. Current study reveals that Emotional Realm, Influence, Independence, Self Regard & Interpersonal Relation, vary with educational qualification.
- f. Then the test conducted to explore the impact of upbringing place on emotional intelligence, produced insignificant results, i.e. upbringing place does not impact the total emotional intelligence of individuals. Again literature available on this topic was very less. Only one study was traced out and results of that study are in congruence

with the current results (**Harrod and Scheer (2005)**). There is no impact on total emotional intelligence but some of EI factors have significant impact of the upbringing place. These are: Stress Tolerance, Empathy, Influence and Emotional Control.

- g. Then results of last socio-economic variable, Religious Orientation, were found to be significant. So according to current study, people with high religious orientation have high emotional intelligence. The results of the study are in congruence with **Liu (2010)**. According to literature available in this area, high level of religiosity is related to a greater concern for the welfare of others (**Wiebe and Fleck 1980; Clary & Snyder, 1991**). Flexibility, Assertiveness, Emotional Realm, Empathy, Influence, Interpersonal relations, Optimism and Communication scores are also significantly higher for the respondents having more religious orientation.

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