



## ROLE OF WORK EXPERIENCE OF WOMEN EMPLOYEES IN BPO INDUSTRY ON VARIOUS DIMENSIONS OF EMOTIONAL INTELLIGENCE

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### Abstract

Emotional intelligence (EI) is a relatively new and growing area of behavioral investigation. The researchers strive to understand its influence on women Business Process Outsourcing (BPO) employees since it is difficult to maintain their Emotional Intelligence. A review of the literature highlights the need for examination of the relationship of emotional intelligence and performance, so that women employees can be assisted in their emotional intelligence competencies thus expanding their behavior and improving their ability to perform. This study attempts to explore the influence of work related variable experience on various dimensions of Emotional Intelligence. 462 women employees working in BPO companies in Chennai were selected for the study. Structured questionnaire were used for the measurement of influence of respondent's age on various EI dimensions like Self Regard, Interpersonal Relations, Impulse control, Problem solving, Flexibility, Reality Testing, Emotional Self Awareness, Stress Tolerance, Assertiveness and Empathy. One way ANOVA is applied to identify the significant influence of work experience on various EI dimensions. Results indicate that there is a significant influence of work experience on all the dimensions of EI.

**Keywords:** Emotional intelligence, Business Process Outsourcing, Women employees, Dimension of EI.

### Introduction

Emotional Intelligence (EI) is the ability to acquire and apply knowledge from your emotions and the emotions of others. You can use the information about what you're feeling to help you make effective decisions about what to say or do. It has received a substantial amount of attention in the Organizational Behavior, Human Resources, and Management literatures in recent years from those who champion its use and others who are wary of its validity. Currently, there are three main models of EI namely ability model, mixed model (usually subsumed under trait EI) and trait model. Different models of EI have led to the development of various instruments for the assessment of the construct. While some of these measures may overlap, most researchers agree that they tap different constructs.

### Dimensions of Emotional Intelligence

- Self Regard
- Interpersonal Relations
- Impulse control
- Problem solving
- Flexibility
- Reality Testing
- Emotional Self Awareness
- Stress Tolerance
- Assertiveness and
- Empathy

### BPO Industries in India- An Overview

The term Business Process Outsourcing refers the contracting of a specific business task, such as payroll, to a third-party service provider. In India, Business Process Outsourcing (BPO) is the fastest growing segment of the ITES (Information Technology Enabled Services) industry. India is now the world's favored market for BPO companies, among other competitors, such as, Australia, China, Philippines and Ireland. As of 2012, around 2.8 million people work in outsourcing sector. Annual revenues are around \$11 billion, around 1% of GDP. Indian BPO Companies offer varied services, such as customer support, technical support, telemarketing, insurance processing, data processing, forms processing, bookkeeping and internet, online, web-search.

### Review of Literature

Reuven Bar-On (2002) agrees on the qualities of emotional self awareness, self-actualization, interpersonal relationship, reality testing, stress tolerance, optimism, happiness, etc. as those that decide the emotional intelligence of a person. Bar-On's (2002) model of emotional intelligence relates to the potential for performance and success, rather than performance or success itself, and is considered process-oriented rather than outcome-oriented. It strives to identify in a person the latent capability of being emotionally intelligent. His model outlines the following five components –

- Intrapersonal
- Interpersonal
- Adaptability
- Stress management and
- General mood components (Bar-On, 2002)

They are similar to Mayer and Salovey's model on emotional self awareness, self control, self expression, and empathy, but along with these aspects, Bar-On includes reality testing, - the ability to assess the relation between the emotionally experienced and the actual nature of an object, stress tolerance, and the strength to stay happy and optimistic in the face of adversity. Goleman's model deviates slightly as he includes organizational awareness, leadership, teamwork and collaboration along with self awareness, self control and empathy, as his focus is on workplace success.

**Locke (2005)** He believes that these emotional competencies are not innate talents but those that can be learnt and developed. In turn, the potential to develop these emotional competencies depended on a person's emotional intelligence which he believes is a latent, inborn talent. Emotional intelligence and emotional competencies are like apples and apple sauces While EI is natural, emotional competencies are the offshoot of EI. His four branch model (2001) included: Self-Awareness: Emotional Self-awareness, Accurate Self-Assessment and Self-Confidence. b) Self-Management: Self-Control, Trustworthiness, Conscientiousness, Adaptability, Achievement Drive and Initiative. c) Social Awareness: Empathy, Social Orientation and Organizational Awareness. d) Relationship Management: Developing Others, Influence, Communication, Conflict Management, Leadership, Change Catalyst, Building Bonds, Teamwork and Collaboration.

**Bar-On's (2006)** model outlines five components which are further classified into fifteen subcomponents. Intrapersonal: Self Regard, Emotional Self-Awareness, Assertiveness, Independence, and Self-Actualization. Interpersonal: Empathy, Social Responsibility and Interpersonal Relationship Adaptability: Reality Testing, Flexibility and Problem Solving Stress Management: Stress Tolerance and Impulse Control General Mood Components: Optimism and Happiness.

### Statement of the Problem

Emotional intelligence cannot be seen solely as the understanding of feelings, but must be examined from a functional perspective as in the exhibition of performance and behaviors. If there is a relationship between emotional intelligence and performance, Women employees can be assisted in their emotional intelligence competencies thus expanding their behavior and improving their ability to perform. While considering the assessment of Emotional Intelligence, experience has been the prominent work related factor. Therefore, the study attempts to explore the influence of work experience on various dimensions of EI.

### Research Methodology

The descriptive research design was used for this study. The objectives of the study is to find out whether the work experience of the women employees working in BPO industry in Chennai makes an impact on their Emotional Intelligence. Women employees who were employed in the BPO companies in Chennai City during the study period consist of six months starting from July, 2014 to December, 2014 are considered as the sample population of the study.

The sample size for the survey is determined by applying the following formula:

$$\text{Sample size } n = (ZS/E)^2$$

Where

Z = 1.96 (Standardized value corresponding to 95% confidence interval)

S = Sample standard deviation from pilot study = 0.58

E = Acceptable error = 0.05 (5%)

$$\begin{aligned} \text{Sample size (n)} &= (ZS/E)^2 \\ &= (1.96 * 0.58 / 0.05)^2 \\ &= 516.9 \sim 517 \end{aligned}$$

The researcher made sincere efforts to collect data from 517 respondents using the well structured questionnaires. But, only 481 respondents have returned the duly filled questionnaires. However, 19 questionnaires were rejected due to inadequate data. Hence, the sample size chosen for the study was determined as Four hundred and Sixty Two (**462**) women employees working in BPO companies in Chennai city. The researcher used snowball sampling for the selection of samples. Snowball sampling is a method of sampling in which sample elements are selected as they are identified by successive respondents (samples). The researcher has used One-way ANOVA to achieve aforementioned research objective and for testing the null hypothesis ( $H_0$ ).

### Impact of work experience of women employees in BPO industry on various dimensions of emotional intelligence:

One way analysis of variance is used to test the following hypothesis:

$H_0$ : There is no significant influence of work experience on Self Regard, Interpersonal Relations, Impulse control, Problem solving, Flexibility, Reality Testing, Emotional Self Awareness, Stress Tolerance, Assertiveness and Empathy of the women employees in BPO industry in Chennai city.

**Table 1: One way analysis of variance among work experience of Women employees in BPO Industry with regards to various dimensions of Emotional Intelligence**

Variable	Dimensions	Category	N	Mean	S D	F values
Work Exp	Self Regard	Up to 5 years	276	33.92	5.161	<b>F=11.648** (p&lt;.001)</b>
		6-10 years	75	32.36	5.672	
		11-15 years	66	30.22	5.322	
		Above 15 years	45	35.40	5.297	
	Interpersonal Relations	Up to 5 years	276	28.06	3.890	<b>F=15.463** (p&lt;.001)</b>
		6-10 years	75	25.72	3.551	
		11-15 years	66	25.31	2.281	
		Above 15 years	45	27.06	3.512	
	Impulse control	Up to 5 years	276	15.17	3.565	<b>F=7.353** (p&lt;.001)</b>
		6-10 years	75	14.28	3.126	
		11-15 years	66	14.59	3.525	
		Above 15 years	45	17.13	2.417	
	Problem solving	Up to 5 years	276	22.32	2.841	<b>F=12.609** (p&lt;.001)</b>
		6-10 years	75	23.08	3.282	
		11-15 years	66	20.18	2.955	
		Above 15 years	45	22.00	3.022	
Flexibility	Up to 5 years	276	23.95	3.938	<b>F=5.581** (p=.001)</b>	
	6-10 years	75	23.08	2.759		
	11-15 years	66	21.90	3.657		
	Above 15 years	45	23.53	4.272		
Work Exp	Reality Testing	Up to 5 years	276	18.01	2.406	<b>F=4.621** (p=.003)</b>
		6-10 years	75	19.04	2.214	
		11-15 years	66	18.40	1.626	
		Above 15 years	45	18.00	1.381	
	Emotional Self Awareness	Up to 5 years	276	17.77	2.783	<b>F=12.001** (p&lt;.001)</b>
		6-10 years	75	18.68	2.574	
		11-15 years	66	16.27	1.669	
		Above 15 years	45	18.66	2.730	
	Stress Tolerance	Up to 5 years	276	27.13	3.551	<b>F=4.892** (p=.002)</b>
		6-10 years	75	27.12	2.454	
		11-15 years	66	26.36	2.364	
		Above 15 years	45	28.66	2.266	
	Assertiveness	Up to 5 years	276	20.05	2.792	<b>F=6.881** (p&lt;.001)</b>
		6-10 years	75	20.96	1.982	
		11-15 years	66	20.54	1.448	
		Above 15 years	45	18.86	3.195	
Empathy	Up to 5 years	276	17.55	3.333	<b>F=3.579* (p=.014)</b>	
	6-10 years	75	18.80	2.731		
	11-15 years	66	17.40	2.266		
	Above 15 years	45	17.73	2.871		

From the Table 1 it can be observed that 'F' value of Self regard, Interpersonal Relations, Impulse control, Problem solving, Flexibility, Reality Testing, Emotional Self Awareness, Stress Tolerance, Assertiveness are **11.648, 15.463, 7.353, 12.609, 5.581, 4.621, 12.001, 4.892, 6.881** and they are significant at 1% level. It is also observed that 'F' value of Empathy is **3.579** and it is significant at 5% level. Therefore, the formulated hypothesis  $H_0$  is rejected. It indicates that there is significant influence of women employee's work experience on Self regard, Interpersonal Relations, Impulse control, Problem solving, Flexibility, Reality Testing, Emotional Self Awareness, Stress Tolerance, Assertiveness and Empathy.

### Findings of the Study

- Significant influence of women employee's total work experience on Self regard is observed. Women employees with total work experience of more than 15 years are better in Self regard and the women employees having total work experience of 11-15 years are lacking in Self regard in BPOs.
- Significant influence of women employee's total work experience on Interpersonal relation is observed. Women employees with total work experience of up to 5 years are better in Interpersonal relation and the women employees having total work experience of 11-15 years are lacking in Interpersonal relation in BPOs.
- Significant influence of women employee's total work experience on Impulse control is observed. Women employees with total work experience of more than 15 years are better in Impulse control and women employees having total work experience of 6-10 years are lacking in Impulse control in BPOs.
- Significant influence of women employee's total work experience on Problem solving is observed. Women employees with total work experience of 6-10 years are better in Problem solving and women employees having total work experience of 11-15 years are lacking in Problem solving in BPOs.
- Significant influence of women employee's total work experience on Flexibility is observed. Women employees with total work experience of up to 5 years are more flexible and the women employees with a total work experience of 11-15 years are showing less Flexibility in BPOs.
- Significant influence of women employee's total work experience on Reality testing is observed. Women employees with total work experience of 6-10 years are better in Reality testing and the women employees having total work experience of more than 15 years are lacking in Reality testing in BPOs.
- Significant influence of women employee's total work experience on Emotional self awareness is observed. Women employees with total work experience of 6-10 years are better in Emotional self awareness and the women employees having total work experience of 11-15 years are lacking in Emotional self awareness in BPOs.
- Significant influence of women employee's total work experience on Stress tolerance is observed. Women employees with total work experience of more than 15 years are better in tolerating the stress and the women employees having total work experience of 11-15 years are lacking in Stress tolerance in BPOs.
- Significant influence of women employee's total work experience on Assertiveness is observed. Women employees with total work experience of 6-10 years are better in Assertiveness and women employees having total work experience of more than 15 years are lacking in Assertiveness in BPOs.
- Significant influence of women employee's total work experience on Empathy is observed. Women employees with total work experience of 6-10 years are showing more sympathy and the women employees having total work experience of 11-15 years are showing less sympathy to others in BPOs.

### Conclusion

This study has been conducted mainly for the purpose of identifying the role of work experience of women employees of BPO companies in Chennai city on their emotional intelligence. It is suggested that the companies could devise suitable strategies to improve the emotional intelligence of women employees having less than five years of experience so as to enable the companies to be competitive and achieve service quality.

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