

A study on Emotional Intelligence: An insight from Kingdom of Saudi Arabia

Dr. Zafrul Allam

Assistant Professor, Department
of Human Resource Management,
Prince Sattam Bin Abdulaziz University,
Kingdom of Saudi Arabia,

Abstract

The present investigation was an attempt to detect the level of emotional intelligence among the employees. The sample of the present investigation comprises of 110 employees and has been selected randomly in Tania Water Company located at Al-Kharj and Riyadh region from Kingdom of Saudi Arabia. The responses were obtained from the employees with the help of emotional intelligence scale and demographical characteristics sheet. The data were analyzed by means of descriptive statistics. The paramount finding obtained in this investigation reflects that majority of the employees experienced low level of intelligence. This study suggested few mechanism to enhance the level of emotional intelligence and will trigger more comprehensive work.

Keywords: Emotional intelligence, Emotional reparation, Emotional clarity, Emotional attention

Introduction

In today technological world, emotional intelligence (EI) became indispensable and can expect number of change in the next decade in the holistic transforming in the behaviour of human being which we can't ignore. Emotional intelligence is the notion with high engrossment and well-studied in the contemporary work setup. However, the term amalgamates two words and came together to make one as "Emotional Intelligence". Indeed, it is necessary to first understand the term "emotion", which means "a strong feeling deriving from one's circumstances, mood, or relationships with others" and intelligence refers to "the ability to acquire and apply knowledge & skills". Henceforth, emotional intelligence permits us to understand the emotions of self & others and act according to the situation to resolve the issues. However, the term emotional intelligence originated by Salovey & Mayer (1990). They later conceptualized the EI "as the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions". After few years Mayer and Salovey (1997) expounded "EI is the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth". But the term gained much popularity from the Daniel

Goleman who introduced EI competency model which is well acclaimed by the academics and other professionals worldwide. Moreover, Goleman (1998) stated emotional intelligence “as the capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships”. It can be seen from the above definitions, emotional intelligence play a pivotal role to understand self, others and act accordingly.

Review of Literature

A comprehensive reviews on various literature among personnel working in numerous sectors which signifies that EI prowess are imperative for the purpose of personal social health, performance, leadership, resilience and achievement of the goals (Goleman, 1995 & 1997; Cartwright and Pappas, 2008 and Allam, 2011).

Various investigation results indicates that personal characteristics are associated directly or indirectly with emotional intelligence (Kauts & Kumar, 2013; Mohan & Mohana, 2015; Joseph & Patel 2010; Kaur & Neetu, 2010; Maddocks, 2011; Kumar & Muniandy, 2012; Sengupta & Jha, 2014; Bibi, 2015 and Mandell and Pherwani, 2016). Motivation, organizational commitment, job involvement and job satisfaction of employees are an essential attributes to accomplish the goals. Thereby if levels of these variables are high or low, this reflects the perception of the employees towards the direct or indirect relationships with emotional intelligence (Allam, 2007; Alavi et al., 2013; Allam & Harish, 2010; Allam, 2013 and Allam, 2017).

Mavroveli et al., (2009) stressed in their investigation that individual who is more success in their social milieu because of their high level of EI and considered as better in providing support in their social life which are acknowledged by all. Ealias & George (2012) observed that emotional intelligence has positive relationship with job satisfaction which reflects that people with high level of EI required for higher degree job satisfaction.

The study conducted by Ates & Buluc in 2016 and they expressed the association amongst motivation, emotional intelligence and organizational commitment in relation to the academic professionals and revealed that emotional intelligence is well associated with organizational commitment and motivation.

Researcher, Sinha (2016) initiated an investigation in organised sector in India and observed that maximum number of employees showed moderate level of intelligence and lesser number of employees felt high level of emotional intelligence. However, Khan et al., (2017) conducted a study to probe the relationship of emotional

intelligence with job satisfaction and found that high emotional intelligence leads to high job satisfaction.

Navas and Vijayakumar (2018) reviewed various researches conducted on the globe on emotional intelligence with variables such as organizational commitment, job stress and job satisfaction. They emphasized that emotional intelligence has an impact on job stress, job satisfaction and organizational commitment based on varied findings.

Allam (2019a) probed issue related to work life balance of employees in the Kingdom and his findings directly or indirectly pushing the management to understand work life balance issues which has link with emotional intelligence to improve the work performance.

Objectives

The following objectives were formulated based on the review of literature:

To explore employee perspectives towards emotional intelligence.

To assess the level of emotional intelligence of the employees.

To provide suggestions to enhance the level of emotional intelligence.

Research Methodology

Sample: The sample of the present investigation comprises of 110 employees working in Tania Water Company from Kingdom of Saudi Arabia, selected randomly to conduct the study.

Tools Used:

The emotional intelligence (EI) questionnaire chosen for this particular exploration was developed by Salazar (2017) which has been obtained from internet i.e. <https://blog.cognifit.com/emotional-intelligence-test/>. The instrument basically meant to know your emotional intelligence. The instrument has 24 items and all the items has been divided into three components namely emotional attention (EA), emotional clarity (EC) and emotional reparation (ER) are considered to evaluate the level of emotional intelligence. However, the instrument all the components have equal number of items and each item probing employees perception on the five point likert scale with the weighted score “Strongly agree = 5”, “Agree = 4”, “Undecided = 3”, “Disagree = 2” and “Strongly disagree = 1”. Biographical information blank sheets were also attached with this instrument to get the demographical particulars of the respondents.

Data Analysis: The collected data has been analyzed by means of inferential and descriptive statistics to achieve the set goals of the investigation.

Procedure and Ethics: The questionnaire distributed among employees after permission has been granted by the higher official and all the instructions were provided to them. Indeed, the precautions were taken into consideration to maintain the ethics of the scientific investigation. Respondents were informed that their responses will be kept confidential and such responses will be used for scholastic purposes.

Result and Discussions

In order to have concrete explanation towards emotional intelligence among employees working in the Kingdom, demographical variables would have been taken into consideration as well. With the help of age, gender, marital status, qualification etc., it would be better to understand the sample and its demographic characteristics which might be useful in the analysing and discussing the results of this particular investigation to have a holistic viewpoint of emotional intelligence.

Table-1 Showing frequency and per cent of nationality of the employees

Variables	Frequency	Per cent
National	79	73.1
International	29	26.9
Total	108	100.0

It is evident from the aforesaid table that out of 108 respondents, the percent of national employees “Saudi” are 73.1 and 26.9 percent employees are international “Non-

Saudi”. It reflects that Saudi employees are working more in numbers.

Table-2 Showing frequency and percent of gender of the employees

Variables	Frequency	Per cent
Male	91	84.3
Female	17	15.7
Total	108	100.0

It is observed from the aforesaid table that out of 108, 91 (84.3%) employees are male in the company whereas, 17 (15.7%) are female. The result highlights that female are

lower in number as compared to male. Scholar studied on emotional intelligence taken into consideration of gender (Singh, 2002)

Table-3 Showing frequency and per cent of nationality of the employees

Variables	Frequency	Per cent
Married	51	47.2
Single	57	52.8
Total	108	100.0

The data showed that 51 (47.2%) were married and 57 (52.8%) were single in the company. The finding indicates

that married employees are little bit higher in number in contrast to single employees.

Table-4 Showing frequency and per cent of age categories of the employees

Variables	Frequency	Per cent
20-30 Years	79	73.1
31-40 Years	27	25.0
41 and above Years	02	1.9
Total	108	100.0

Notably observed from the above table that 79 (73.1%) were fall in the age group of 20 to 30 years, 27 (25%) were in the age group of 31 to 40 years and 41 and above were only 1.9% (N=2) age categories of employees employed in

the company. Without any argue, it reflects that majority of the employees are younger in the company.

Table-5 Showing frequency and per cent of qualifications of the employees

Variables	Frequency	Per cent
High school	63	58.3
Intermediate	6	5.6
Graduate	30	27.8
Post Graduate	1	.9
Others	8	7.4
Total	108	100.0

Table-5 showed the qualifications of the employees, mostly (58.3%, N=63) of the employees are having high school degree, and 27.8% of the employees are in the category of graduate qualification. Undoubtedly, it reflects that majority of the employees working in this company are

not having graduate degree but entry point qualification which made them to work in the organization. However, Mohanty and Devi (2010) opined that qualification have positivity towards EI.

Table-6 Showing frequency and per cent of size of the family of the employees

Variables	Frequency	Per cent
2-3 Members	29	26.9
4-6 Members	61	56.5
7 & above Members	18	16.7
Total	108	100.0

The above table-6 presented the family size of the employees. Some (56.5%) are 4-6 members, (26.9%) are having 2-3 members and (16.7%) are 7 & above members

in their family. This indicates that majority of the employees are not staying alone

Table-7 Showing frequency and per cent of experiences of the employees

Variables	Frequency	Per cent
1-5 Years	71	65.7
6-10 Years	32	29.6
11-15 Years	5	4.6
Total	108	100.0

Table-7 revealed the length of the service of the employees, some (65.7%, N=71) are in the job for 1-5 years, few (29.6%, N=32) are in the categories of 6-10 years and least (4.6%, N=05) are in service for 11-15 years. This reflects

that majority of the employees are not much experienced and these results are aligned with the employees' age categories.

Table-8 Showing frequency and per cent of income of the employees

Variables	Frequency	Per cent
Less than 7000 SAR	72	66.7
SAR 7001-10000	27	25.0
SAR 10001-15000	7	6.5
SAR 15001 and above	2	1.8
Total	108	100.0

Table-8 declared the income of employees in terms of Saudi Riyal, majority of the employees are getting salary less than 7000 (66.7%, N=72), some (25%, N=27) are in the ilks of SAR7001-10000, few (6.5%, N=07) are in the categories of SAR 10001-15000 and least (1.8%, N=02) are in the ilks of SAR 15001 and above. This result indicates that large number of incumbents is getting

adequate salary for their survival.

Jacques (2009) explained that socioeconomic status is not vital to assess the level of emotional intelligence.

Displaying of distribution of frequency & scoring of various dimensions of emotional intelligence

Table-9 Exhibiting the KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.688
Bartlett's Test of Sphericity	Approx. Chi-Square	136.834
	df	55
	Sig.	.000

This table shows that Bartlett's test of sphericity is found to have a soaring chi-square value which is significant as the value $p < 0.001$. It is observed that facets or factors are responsible to generate emotional intelligence (EI) among the employees. Indeed, the robust of the current investigation forced the researcher to go further for

factorial analysis to check the factor responsible for accomplishment of emotional intelligence. The KMO value was .688, which indicates the significance level that might be useful to go for factor analysis.

Itemises of the factorial analysis are shown in the Table-14.

Table-10 Exhibiting the factor loading in terms of Rotated Component Matrix

Statements	Factors		
	1	2	3
Statement 3	.506		
Statement 7	.622		
Statement 19	.764		
Statement 21	.631		
Statement 1		.668	
Statement 2		.582	
Statement 13		.688	
Statement 16			.755
Statement 17			.617
Statement 18			.606
Statement 22			.486
Cronbach's alpha	.574	.468	.551
Initial Eigen values	2.475	1.648	1.157
% of Variance	22.496	14.978	10.516
Cumulative %	22.496	37.474	47.990

Notes: Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 5 iterations.

The scale was having 24 items; the correlation was done to eliminate the items whose score was less than 0.4 and again SPSS run to get accurate factors. It is observed that three factors obtained with Eigen values over 1.0 (1.157 and 2.475) along with 47.990 per cent total variance. Ford et al. (1986) and Hinkin (1995) posited that criterion of .40 is aforesaid as stipulated deciding factor loading. Further, the reliability of the scale found low and astounded that all three factors is having less than .7 alpha values which are

against the acceptable value (Nunnally, 1978). Moreover, alpha value lesser than .7 or .6 indicates of less items included in the subscale and small sample size which is observed in this investigation also. Scholars Bretz, & McClary (2014) and Griethuijsen, et al., (2014) justified alpha value which is less than .7 and provided own commentary regarding the value and whereas, Taber (2017) mentioned in his paper that acceptable value of alpha score is between 0.45–0.98.

Table-11 Exhibiting of frequency and scoring of emotional attention (EA)

Items	f ₅ (5)	Score (v*f)	f ₄ (4)	Score (v*f)	f ₃ (3)	Score (v*f)	f ₂ (2)	Score (v*f)	f ₁ (1)	Score (v*f)
Statement 1	19	95	47	188	31	93	8	16	3	3
Statement 2	14	70	39	156	46	138	7	14	2	2
Statement 3	14	70	31	124	46	138	15	30	2	2
Statement 4	9	45	30	120	46	138	20	40	3	3
Statement 5	10	50	24	96	47	141	17	34	10	10
Statement 6	14	70	27	108	42	126	21	42	4	4
Statement 7	17	85	32	128	40	120	16	32	3	3
Statement 8	18	90	28	112	34	102	22	44	6	6
Total	115	575	258	1032	332	996	126	252	33	33

Total Emotional Attention (EA) = 575+1032+996+252+33=2888

Total Frequency (f) = f₅+ f₄+ f₃+ f₂+ f₁=
(115+258+332+126+33=864)

Weighted Average Mean of EA (WAMEA) = $v*f/f$
f=2888/864=3.34

It is observed from table-11 that total value on emotional attention score and frequency were found 2888 and 864 respectively. Further based on the formulae the calculated weighted average mean of EA (WAMEA) established 3.34. It can be attributed that majority of the employees hailed from agree responses which reflects the attention of respondents towards their feelings.

Table-12 Exhibiting of frequency and scoring of emotional clarity (EC)

Items	f ₅ (5)	Score (v*f)	f ₄ (4)	Score (v*f)	f ₃ (3)	Score (v*f)	f ₂ (2)	Score (v*f)	f ₁ (1)	Score (v*f)
Statement 9	15	75	39	156	38	114	14	28	2	2
Statement 10	9	45	47	188	42	126	7	14	3	3
Statement 11	9	45	33	132	53	159	10	20	3	3
Statement 12	10	50	38	152	40	120	9	18	11	11
Statement 13	13	65	29	116	48	144	15	30	3	3
Statement 14	11	55	34	146	33	99	20	40	10	10
Statement 15	15	75	17	68	41	123	24	48	11	11
Statement 16	13	65	30	120	43	129	17	34	5	5
Total	95	475	267	1078	338	1014	116	232	48	48

Total Emotional Clarity (EC) = 475+1078+1014 +232+48=2847 f=2847/864=3.29

Total Frequency (f) = f₅+ f₄+ f₃+ f₂+ f₁=
(95+267+338+116+48=864)

Weighted Average Mean of EA (WAMEC) = $v*f/f$

In table-12, the result of emotional clarity was presented in terms of value scores and frequency. It has been seen that weighted average mean of EC (WAMEC) observed 3.29. The result of investigation indicates that incumbents are very clear about their feelings to express in any given circumstances.

Table-13 Exhibiting of frequency and scoring of emotional reparation (ER)

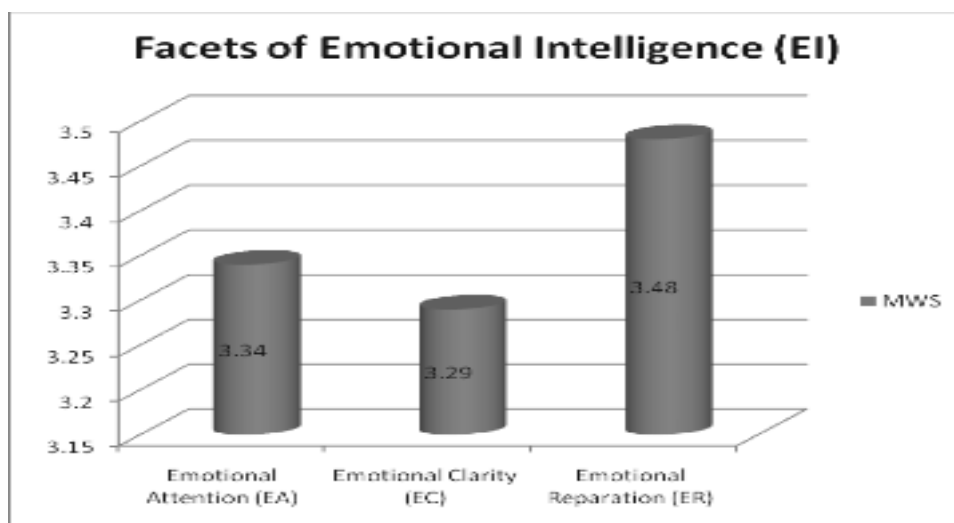
Items	f ₅ (5)	Score (v*f)	f ₄ (4)	Score (v*f)	f ₃ (3)	Score (v*f)	f ₂ (2)	Score (v*f)	f ₁ (1)	Score (v*f)
Statement 17	32	160	37	148	27	81	10	20	2	2
Statement 18	30	150	34	136	31	93	12	24	1	1
Statement 19	29	145	22	88	40	120	15	30	2	2
Statement 20	23	115	28	112	38	114	13	26	6	6
Statement 21	13	65	37	148	44	132	12	24	2	2
Statement 22	11	55	23	92	51	153	16	32	7	7
Statement 23	22	110	44	176	27	81	10	20	5	5
Statement 24	15	75	22	88	37	111	29	58	5	5
Total	175	875	247	988	295	885	117	234	30	30

Total Emotional Reparation (ER) $f = 3012/864 = 3.48$
 $= 875 + 998 + 885 + 234 + 30 = 3012$

Total Frequency (f) = $f_5 + f_4 + f_3 + f_2 + f_1 =$
 $(175 + 247 + 295 + 117 + 30 = 864)$

The outcomes of the present statistical techniques in the form of weighted average mean of ER (WAMER) and found 3.48. It can be interpreted that incumbents regulates their emotions as per the state of minds such as sad, anger, calm etc.

Weighted Average Mean of EA (WAMER) = $v*f/$

Figure-1 Showing components of emotional intelligence (EI) and MWS

The figure-1 reveals the weighted average mean scores of three facets of emotional intelligence i.e. Emotional Attention (EA), Emotional Clarity (EC) and Emotional Reparation (ER). It is observed that most of employees have highest degree of amenity towards emotional reparation (WAMER=3.48), followed by (WAMEA=3.34) and (WAMEC=3.29). It can be attributed that clarity of emotion of the respondents is low and the reason behind is not able to understand the emotion according to the desire situations which need to address as earliest.

Assay of levels of Emotional Intelligence (EI)

EI total score= EA+EC+ER

Minimum Score= $24 \times 1 = 24$

Maximum Score= $24 \times 5 = 120$

The range of EI will be, 24-120

The total EI will be bifurcated into three parts to examine the levels of EI.

Table-14: Exhibiting of the level of emotional intelligence (EI)

Level of EI	No. of Respondents	Per cent
High	31	28.7
Moderate	34	31.5
Low	43	39.8

It is observed from the aforesaid table-14 that majority of employees in the company have low level of intelligence (N=43, 39.8%), moderate level of intelligence (N=34, 31.5%) and 28.7% showed high level of emotional intelligence. It is worthy to mention that those who are having low score on EI required to be counselled, advised, suggested and trained to enhance the productivity of the organization by eliminating the negative emotions and reduced sense of personal accomplishment at workplace. It is noteworthy to provide the information that high emotional intelligence is attached with better performance and effectiveness (Cartwright and Pappas, 2008). Another researcher, Upadhyaya (2008) found that low emotional intelligence people are more apprehensive and anxious pertaining to their future, have lack of energy, feeling of failures, uninterested, restrain others and less cautious.

Conclusions

The following conclusions have been drawn based on the above findings:

As far as demographical characteristics is concerned, Saudi, male, single, mostly young in age, less qualified, 4-6 members, low level of experience and less than SAR 7000 salary employees are working more in numbers in the organization.

Most of employees have highest degree of amenity towards emotional reparation (WAMER=3.48), followed by (WAMEA=3.34) and (WAMEC=3.29).

Majority of employees in the company have low level of

intelligence followed by moderate level of intelligence and high level of emotional intelligence.

Limitation and recommendations

The investigator achieved the primary objectives which have been formulated for this particular investigation. But still current investigation has certain flipside which needs to take care in the future investigation. Future studies can be incorporated by taking different psychological variables such as job satisfaction, organizational culture, job burnout, job involvement and other HRD variables to understand the affairs of emotional intelligence of the personnel and their outcomes. A similar kind of study can also be initiated with larger sample size, other more relied instruments and methods to draw better understanding of emotional intelligence. Albeit, Allam (2019 b) suggested that fair HRM practices in relation to training and development, performance appraisal, working conditions, security and health etc must be applied at the workplace to improve the performance of the employees. To align his finding, it is highly essential that management must ensure adequate assistance needed for their employees' to enhance the emotional intelligence to perform successfully in their organization.

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