

# Emotional Intelligence and Alienation Study among the Middle Level Managers

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**Abstract:** *In the light of the present corporate scenario, this paper assumes middle level management as the crucial block in the setup. Further, it tries to draw out the relationship between emotional intelligence and alienation amongst the individuals of the said group in the pharmaceutical sector.*

**Keywords:** middle level manager, emotional intelligence, alienation and casualty

## 1. Introduction

Middle level management is recognized as a crucial building block of the organizational structure. Assuming the central position in the organizational hierarchy its role becomes pivotal in establishing a connecting link between the top level management and the lower level management. They are playing a dual role; on one hand, they are responsible for their department's performance to the top management and on the other hand, they are the leaders inspiring the lower level staff to perform better. This sandwiched position makes them an interesting segment of study. The present study is a humble attempt to access this typical characteristic of the middle level manager in the pharmaceutical sector. By taking into consideration the construct like Emotional intelligence, we have put in the effort to evaluate former's effect on the alienation behaviour of the middle level manager. The premise of the study arises from the fact that being a leader a middle level manager is expected to be with high levels of Emotional Intelligence but being a subordinate he could be alienated from his work. This anomalous state has impelled us to take this study.

Recently Emotional intelligence (EI) has been a topic of much interest. While one body of researchers consider it to be the universal ingredient required to build up the competencies needed in almost any job (Cherniss, 2000), others find it to be an ambiguous construct that is more of a myth than science (Mathews, Zeidner & Roberts, 2002). Though the itinerary of this concept on the literary trajectory is not long, still in a matter of two decades, this concept has made its presence felt. In very simple terms emotional intelligence is an embodiment of the mutual relationship between intellect and emotions (Gardiner, 1983). The ancestor of emotional intelligence can be traced back into the concept of social intelligence coined by Thorndike (1920). The first use of the term 'emotional intelligence' is usually attributed to Wayne Payne's doctoral thesis, A Study of Emotion: Developing Emotional Intelligence (1985). The first published use of 'EQ' (Emotional Quotient)/ EI seems to be by Keith Beasley in 1987 in an article in the British Mensa magazine.

## 2. Emotional Intelligence and Alienation: Literature explored

### 2.1 Emotional Intelligence

J.D Mayer, widely heralded as the father of emotional intelligence describes EI as an ability to perceive and accurately express emotion, use emotion to facilitate thought, to understand emotions, and to manage emotions for emotional growth (Mayer & Salovey, 1997). The credit for making emotional intelligence a household name goes to Daniel Goleman who describes emotional intelligence as understanding one's own feelings, empathy for the feelings of others and regulation of emotions in the way that it enhances the living (Goleman, 1995). In the words of Goleman (1995), "Emotional Intelligence as the abilities such as being able to motivate oneself and persist in the face of frustrations; to control impulse and delay gratification; to regulate one's moods and keep distress from swamping the ability to think; to empathize and to hope". It is an established fact in the literature of psychological studies that emotional intelligence manifests an ability to recognize the meaning of emotions and their relationships which in turn can be used to solve problems (Mayer, Caruso, & Salovey, 2000). To the contrary, a lack of emotional Intelligence can lead to work and relationship difficulties (Gross, 1998).

### 2.2 Alienation

Alienation as a concept has been elaborated in various ways by different writers, identifying estrangement, powerlessness, normlessness and isolation as its components (Dean, 1961; Neel and Retting, 1967 & Ray, 1974). Despite of its popularity in the analysis of contemporary life, the idea of alienation remains a concept with elusive meaning. The concept is attributed to Marx, and has evolved in his theory of relationship between social class and political action. Out of the various facets of alienation described in the literature, the scope of the present study is limited to powerlessness, normlessness and isolation. Powerlessness is conceived as the probability held by the alienated individual that his behaviour cannot determine the occurrence of the outcome. Normlessness is associated with low predictability of behaviour because of the absence of rules. And isolation

is the feeling of estrangement from the Environment (Seeman, 1971).

The available literature suggests that alienation is a serious form of deviant behaviour. So, it requires an optimum level of intervention. The present study projects Emotional Intelligence as the potent means to curb alienation.

### 3. Objective of the study

The rationale of this study lies in exploring the relationship between emotional intelligence and alienation amongst the middle level managers in the pharmaceutical companies.

## 4. Research Methodology

### 4.1 Sampling

The sample for the present study comprised of 300 middle level managers in the pharmaceutical companies in the Baddi, Barotiwala and Nalagarh area of Himachal Pradesh and National Capital region. The sampling technique used is the purposive sampling coupled with snowball sampling. The research design of the study is the descriptive one where we have tried to find answers to the posed questions.

### 4.2 Tools

a) The Wong and Law Emotional Intelligence scale (WLEIS) (2002): to measure the level of emotional Intelligence we have made use of WLEIS. It is a 16 item scale that categorises emotional intelligence into four broad classes, Self- Emotions appraisal (SEA), Others Emotions Appraisal (OEA), Use of Emotion (UOE) and Regulation of Emotion ( ROE). It is a seven point scale.

b) The Dean Alienation Scale (Dean, 1961): the Dean Alienation Scale was used to operationalize alienation in the present study. This self-report instrument consists of 24 items that examine alienation in a non-situational context, such as: the future looks very dismal, the world in which we live is basically a friendly place, and people's ideas change so much that I wonder if we'll ever have anything to depend on. It is a five-point Likert scale.

## 5. Results

The first step towards the analysis of data proceeds with the calculation of the Cronbach's Alpha to ascertain the levels of the reliability of the standardized tools. The Wong and Law Emotional Intelligence Scale has  $\alpha = 0.639$  and The Dean Alienation Scale has  $\alpha = 0.758$ .

	Normless	Isolation	Powerless	SEA	OEA	UOE	ROE
Normless (Pearson correlation)	1						
Sig. (two tailed)							
Isolation (Pearson correlation)	0.354**	1					
Sig. (two tailed)	0.000						
Powerless (Pearson correlation)	0.768**	0.388**	1				
Sig. (two tailed)	0.000	0.000					
SEA (Pearson correlation)	0.353**	0.569**	0.376**	1			
Sig. (two tailed)	0.000	0.000	0.000				
OEA (Pearson correlation)	0.059	0.129*	0.141*	0.230**	1		
Sig. (two tailed)	0.305	0.026	0.015	0.000			
UOE (Pearson correlation)	0.391**	0.311**	0.373**	0.378**	0.114*	1	
Sig. (two tailed)	0.000	0.000	0.000	0.000	0.048		
ROE (Pearson correlation)	0.309**	0.387**	0.317**	0.536**	0.125*	0.365**	1
Sig. (two tailed)	0.000	0.000	0.000	0.000	0.031	0.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

**Table 1.1**

Model	R	R Square	Adjusted R square	Standard error of the estimate
1	0.59 <sup>a</sup>	0.349	0.340	0.42708

**Table 1.2**

a. Predictors: (Constant), ROE, OEA, UOE, SEA

b. Dependent Variable: alienation

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.828	4	7.207	39.512	.000 <sup>b</sup>
	Residual	53.807	295	.182		
	Total	82.635	299			

Table 1.3

a. Dependent Variable: alienation

b. Predictors: (Constant), ROE, OEA, UOE, SEA

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	1.188	.113		10.496	.000
SEA	.203	.033	.355	6.098	.000
OEA	.005	.040	.006	.123	.902
UOE	.193	.039	.258	4.974	.000
ROE	.073	.034	.123	2.167	.031

a. Dependent Variable: alienation

## 6. Discussion

The table 1.1 elicits the correlation coefficients. In all but one case the value of correlation coefficient is barely greater than 0.5 ie 0.569 and for the others it is less than 0.5. It clearly indicates the weak correlation between emotional intelligence and alienation. In table 1.2 the r squared value is 0.349 and the adjusted r squared value is 0.340. It suggests that the fitted regression equation explains 34% of the variation in Alienation.

## 7. Future Scope of Research

The present paper highlights the inferential statistics of the variables namely emotional intelligence and alienation. Further research is needed to understand the causality between these variables by making use of techniques like path analysis. The greater task lies in ascertaining the cause and effect relationship between the above said variables to understand the inferential statistics even better

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