



---

## **Components of Emotional Intelligence and its Impact Among the Relationship Managers Working in Four-Wheeler Automobile Retail Showrooms**

*<sup>1</sup>B. K. Hemalatha, <sup>2</sup>Dr. S. Balamurugan,*

<sup>1</sup>Research Scholar in Management Studies, Periyar University, Salem

<sup>2</sup>Assistant Professor, Department of Management Studies, Periyar University, Salem

---

### **ABSTRACT**

EI is an essential of every relationship employee in automobile showrooms. Emotional intelligence is a set of skills and behaviors. While some people will be naturally more adept at certain aspects, EI can be learned, developed, and enhanced. Emotional intelligence describes a person's ability to identify, understand, manage, and harness their own emotions and those of the people around them. This study mainly aimed to know the practicing emotional intelligence among the relationship managers working in four-wheeler automobile retail showrooms in Erode District. First-hand information was collected from 100 relationship managers working in four-wheeler automobile retail showrooms of Erode district. Convenience sampling was adopted in this study. ANOVA test was applied to find out the association between socio-economic variables and related variable. This study reveals that the relationship managers should develop social skills by actively listening to others, paying attention to nonverbal communication, and looking for ways to solve problems and minimize tensions when conflict arises.

Keywords: Relationship, EI, Automobile, Skills, Attention.

---

### **Introduction**

In the automotive industry, effective human resources management means building and maintaining strong teams. However, as is true in most project-based industries, employees in the automotive industry tend to have difficulty communicating or working together. Instead, they are focused on completing the task at hand: repairing the malfunctioning vehicle, meeting an individual sales quota or completing a detailing job. EI is an essential of every relationship employee in automobile showrooms. Emotional intelligence is a set of skills and behaviors. While some people will be naturally more adept at certain aspects, EI can be learned, developed, and enhanced. Emotional intelligence describes a person's ability to identify, understand, manage, and harness their own emotions and those of the people around them. EI is a vital skill for interpersonal communication and has become an area of interest across multiple disciplines, including the workplace. Today's in-demand skills are increasingly technical in nature. However, there's a corresponding need for the uniquely human ability to work with and through others to accomplish important goals. Enter emotional intelligence (EI), a set of skills that help us recognize, understand, and manage our own emotions as well as recognize, understand and influence the emotions of others. Emotional intelligence plays a huge role in many aspects of work. Those who have never heard of the term may question the validity of EQ. However, there is evidence that shows a direct correlation between emotional intelligence and many career-related aspects. There is a close association between emotional intelligence and career success, job performance, and stronger mental health. It's worth mentioning that emotional intelligence can be even more critical for certain roles in the workplace. Take human resources, for example – a role like this involves a lot of conflict resolution and addressing employee emotions. Management and leadership roles will also involve a lot of communication, motivating people, and allocating tasks, all of which would be improved with greater EQ levels. That being said, high levels of EQ will have a positive impact on any role. This study mainly aimed to know the practicing emotional intelligence among the relationship managers working in four-wheeler automobile retail showrooms in Erode District.

---

### **Materials and Methods**

Kulkarni et al. (2009) focused on understanding the emotional intelligence of the managers and supervisors and its link to their performance level on the job. The findings of the study indicated that emotional intelligence has an impact on the performance level of the managers and supervisors. This study concluded that the managers and supervisors have to take higher level roles and responsibility in the organisation in the future and for this they have to develop their skills in the area of self-esteem, self-control, innovation and developing others. The organization at the time of employee selection, must adapt administering emotional intelligence test for selecting right person for the right job and this would enhance the performance of the employee on the job and the organization. Luxmi and Vashisht (2017) explored that emotional intelligence when integrated with organization citizenship behavior strongly impacts the effectiveness of workers as well as the organizations by contributing to an overall increase in productivity of the organization without spending extra-money. The results of the study proved that employees with better organization citizenship behavior and emotional intelligence skills may play a

crucial role in the overall success of the organization. As it was evident from the research that there is a relationship between the emotional intelligence of employees and organization citizenship behavior. So, when hiring managers must keep in mind to hire employees who are more emotionally stable and intelligent as it helps an organization very much. Organization Citizenship Behaviour and EI will improve organizations' internal strength and quality to block negative conduct and to encourage positive conduct at workplace. In the new changing workplaces, OCB and EI sorts of conduct and aptitudes might assume more critical part to upgrade one's satisfaction, health, commitment, confidence and happiness.

The reliability and validity of any research depends upon the systematic method of collecting data and analyzing the same in sequential order. In the present study, an extensive use of both primary and secondary data has been made in order to achieve the objectives of this study. Field survey technique was employed in the study for collecting the primary data. First-hand information was collected from 100 relationship managers working in four-wheeler automobile retail showrooms of Erode district. Convenience sampling was adopted in this study. ANOVA test was applied to find out the association between socio-economic variables and related variable.

## Results and Discussions

### *Association between socio-economic variables and self-awareness on EI*

To find out the association between socio-economic variables and self-awareness of relationship managers working in four-wheeler automobile showroom on EI, ANOVA test was applied and following hypothesis was framed.

$H_0$  : There is no significant association between socio-economic variables and self-awareness of relationship managers working in four-wheeler automobile showroom on EI.

$H_1$  : There is a significant association between socio-economic variables and self-awareness of relationship managers working in four-wheeler automobile showroom on EI.

**TABLE-1**

Socio-Economic Variables	Self-Awareness						
	Variance	Sum of square	D.F	Mean Square	F- Statistics	Sig	Remark
Age	Between groups	6.067	2	3.034	5.559*	0.005	Reject Ho
	Within groups	52.933	97	0.546			
Gender	Between groups	2.293	2	1.147	5.292*	0.007	Reject Ho
	Within groups	21.017	97	.217			
Marital status	Between groups	.867	2	.433	1.745 <sup>NS</sup>	0.180	Accept Ho
	Within groups	24.093	97	.248			
Educational qualification	Between groups	11.397	2	5.698	10.115*	0.000	Reject Ho
	Within groups	54.643	97	.563			
Work experience	Between groups	14.682	2	7.341	3.573**	0.032	Reject Ho
	Within groups	199.318	97	2.055			
Monthly income	Between groups	4.207	2	2.103	7.528*	0.001	Reject Ho
	Within groups	27.103	97	.279			

\*S- Significant at 1% level (p value  $\leq 0.01$ ); \*\*S- Significant at 5% level (p value  $\leq 0.05$ ); NS- Not Significant at 1% level (p value  $> 0.05$ )

It is understood from above table that age, gender, educational qualification, experience and monthly income are significant at 1% and 5% level with the self-awareness of relationship managers towards EI. Hence it is concluded that there is a significant association between the profile variable of age, gender, educational qualification, experience and monthly income with the self-awareness of relationship managers working in four-wheeler automobile showroom on EI.

### *Association between socio-economic variables and self-management on EI*

To find out the association between socio-economic variables and self-management of relationship managers working in four-wheeler automobile showroom on EI, ANOVA test was applied and following hypothesis was framed.

$H_0$  : There is no significant association between socio-economic variables and self-management of relationship managers working in four-wheeler automobile showroom on EI.

$H_1$  : There is a significant association between socio-economic variables and self-management of relationship managers working in four-wheeler automobile showroom on EI.

TABLE-2

Socio-Economic Variables	Self-Management						
	Variance	Sum of square	D.F	Mean Square	F- Statistics	Sig	Remark
Age	Between groups	4.190	2	2.095	3.708**	.028	Reject Ho
	Within groups	54.810	97	.565			
Gender	Between groups	3.027	2	1.513	7.238*	.001	Reject Ho
	Within groups	20.283	97	.209			
Marital status	Between groups	3.373	2	1.686	7.577*	.001	Reject Ho
	Within groups	21.587	97	.223			
Educational qualification	Between groups	.051	2	.025	.037 <sup>NS</sup>	.963	Accept Ho
	Within groups	65.989	97	.680			
Work experience	Between groups	.292	2	.146	.066 <sup>NS</sup>	.936	Accept Ho
	Within groups	213.708	97	2.203			
Monthly income	Between groups	.046	2	.023	.071 <sup>NS</sup>	.931	Accept Ho
	Within groups	31.264	97	.322			

\*S- Significant at 1% level (p value  $\leq 0.01$ );\*\*S- Significant at 5% level (p value  $\leq 0.05$ );NS- Not Significant at 1% level (p value  $> 0.05$ )

It is understood from above table that age, gender and marital status are significant at 1% and 5% level with the self-management of relationship managers towards EI. Hence it is concluded that there is a significant association between the motivational factor of financial independence and the profile variable of age, gender and marital status with the self-management of relationship managers working in four-wheeler automobile showroom on EI.

#### Association between socio-economic variables and social awareness on EI

To find out the association between socio-economic variables and social awareness of relationship managers working in four-wheeler automobile showroom on EI, ANOVA test was applied and following hypothesis was framed.

$H_0$  : There is no significant association between socio-economic variables and social awareness of relationship managers working in four-wheeler automobile showroom on EI.

$H_1$  : There is a significant association between socio-economic variables and social awareness of relationship managers working in four-wheeler automobile showroom on EI.

TABLE-3

Socio-Economic Variables	Social Awareness						
	Variance	Sum of square	D.F	Mean Square	F- Statistics	Sig	Remark
Age	Between groups	5.678	2	2.839	5.164*	.007	Reject Ho
	Within groups	53.322	97	.550			
Gender	Between groups	.386	2	.193	.817 <sup>NS</sup>	.445	Accept Ho
	Within groups	22.924	97	.236			

Socio-Economic Variables	Social Awareness						
	Variance	Sum of square	D.F	Mean Square	F- Statistics	Sig	Remark
Marital status	Between groups	3.171	2	1.585	7.058*	.001	Reject Ho
	Within groups	21.789	97	.225			
Educational qualification	Between groups	6.937	2	3.468	5.692*	.005	Reject Ho
	Within groups	59.103	97	.609			
Work experience	Between groups	.850	2	.425	.194 <sup>NS</sup>	.824	Accept Ho
	Within groups	213.150	97	2.197			
Monthly income	Between groups	1.896	2	.948	3.126**	.048	Reject Ho
	Within groups	29.414	97	.303			

\*S- Significant at 1% level (p value  $\leq 0.01$ ); \*\*S- Significant at 5% level (p value  $\leq 0.05$ ); NS- Not Significant at 1% level (p value  $> 0.05$ )

It is recognized from above table that age, marital status, educational qualification and monthly income are significant at 1% and 5% level with the social awareness of relationship managers towards EI. Hence it is concluded that there is a significant association between the profile variable of age, marital status, educational qualification and monthly income with the social awareness of relationship managers working in four-wheeler automobile showroom on EI.

#### **Association between socio-economic variables and relationship management on EI**

To find out the association between socio-economic variables and relationship management of relationship managers working in four-wheeler automobile showroom on EI, ANOVA test was applied and following hypothesis was framed.

$H_0$  : There is no significant association between socio-economic variables and relationship management of relationship managers working in four-wheeler automobile showroom on EI.

$H_1$  : There is a significant association between socio-economic variables and relationship management of relationship managers working in four-wheeler automobile showroom on EI.

**TABLE-4**

Socio-Economic Variables	Relationship management						
	Variance	Sum of square	D.F	Mean Square	F- Statistics	Sig	Remark
Age	Between groups	5.082	2	2.541	4.571**	.013	Reject Ho
	Within groups	53.918	97	.556			
Gender	Between groups	1.091	2	.546	2.382 <sup>NS</sup>	.098	Accept Ho
	Within groups	22.219	97	.229			
Marital status	Between groups	.535	2	.267	1.062 <sup>NS</sup>	.350	Accept Ho
	Within groups	24.425	97	.252			
Educational qualification	Between groups	7.694	2	3.847	6.395*	.002	Reject Ho
	Within groups	58.346	97	.602			
Work experience	Between groups	19.814	2	9.907	4.949*	.009	Reject Ho
	Within groups	194.186	97	2.002			
Monthly income	Between groups	3.264	2	1.632	5.644*	.005	Reject Ho
	Within groups	28.046	97	.289			

\*S- Significant at 1% level (p value  $\leq 0.01$ ); \*\*S- Significant at 5% level (p value  $\leq 0.05$ ); NS- Not Significant at 1% level (p value  $> 0.05$ )

It is clear from above table that age, educational qualification, experience and monthly income are significant at 1% and 5% level with the relationship management of relationship managers towards EI. Hence it is concluded that there is a significant association between the profile variable of age, educational qualification, experience and monthly income with the relationship management of relationship managers working in four-wheeler automobile showroom on EI.

---

## Suggestions and Conclusion

Everyone has their own innate level of emotional intelligence. These skills may come more naturally to some people than others, but emotional intelligence is not a fixed ability. With training and practice in automobile retail showrooms, any relationship manager can improve emotional intelligence at work. Emotionally intelligent relationship managers are far more likely to succeed at work. Self-awareness is crucial in understanding one's strengths and weaknesses, and it's particularly useful when receiving feedback. Relationship managers in four-wheeler automobile showrooms should develop high emotional intelligence because it helps to find ways to motivate themselves, without the need for extrinsic motivators. Social skills and emotional intelligence often go hand in hand. The ability to recognize other people's emotions helps those with high emotional intelligence to respond appropriately. Hence, the relationship managers should develop social skills by actively listening to others, paying attention to nonverbal communication, and looking for ways to solve problems and minimize tensions when conflict arises. Emotional intelligent relationship managers are self-aware, better able to regulate their actions, and have more empathy for others. An increased level of emotional intelligence can also help individuals manage stress better, build healthier relationships, be more effective at work, and be more fulfilled in general. Effective elements of leadership skills include these qualities and soft skills.

## References

---

1. Bagshaw, M. (2000). Emotional intelligence – training people to be affective so they can be effective. *Industrial and Commercial Training*, 32(2), 61-65.
2. Ioannidou, F., & Konstantikaki, V., (2008). Empathy and emotional intelligence: What is it really about?. *International Journal of Caring Sciences*, 1(3), 118-123.
3. Janbozorgi, M., Zahirodin, A., Norri, N., Ghafarsamar, R., & Shams, J. (2009). Providing emotional stability through relaxation training. *Eastern Mediterranean Health Journal*, 15(3), 629-638.
4. Jordan, P.J., Ashkanasy, N.M., & Hartel, C.E.J. (2002). Emotional intelligence as a moderator of emotional and behavioral reactions to job insecurity. *Academy of Management Review*, 27, 1-12.
5. Koman, E.S., & Wolff, S. B. (2008). Emotional intelligence competencies in the team and team leader. *Journal of Management Development*, 27(1), 55-75.
6. Koman, E.S., & Wolff, S.B. (2008). Emotional intelligence competencies in the team and team leader: A multi-level examination of the impact of emotional intelligence on team performance. *Journal of Management Development*, 27(1).
7. Kulkarni, P.M., Janakiram, B., & Kumar, D.N.S. (2009). Emotional intelligence and employee performance as an indicator for promotion, a study of automobile industry in the city of Belgaum, Karnataka, India. *International Journal of Business and Management*, 4(4), 161-170.
8. Leban, W., & Zulauf, C. (2004). Linking emotional intelligence abilities and transformational leadership styles. *Leadership and Organization Development Journal*, (25)7, 554 – 564.
9. Liu, X., & Liu, J. (2013). Effects of team leader emotional intelligence and team emotional climate on team member job satisfaction. *Nankai Business Review International*, 4(3), 180-198.
10. Luxmi & Vashisht, A. (2017). Impact of emotional intelligence on organization citizenship behaviour: a study among nurses of government and private hospitals in and around Chandigarh”, *Amity Journal of Training and Development*, 2(1), 1-18.
11. Nori, R., Signore, S., & Bonifacci, P. (2018). Creativity style and achievements: An investigation on the role of emotional competence, individual differences, and psychometric intelligence. *Frontiers in Psychology*, 9, 1826.
12. Prentice, C., & King, B. (2011). The influence of emotional intelligence on the service performance of casino frontline employees. *Tourism and Hospitality Research*, 11(1), 49-66.