

Emotional Intelligence in Recruitment and Selection

Pranav Kharbanda¹, Jyoti Sapramadan²

ABSTRACT

“A good head and a good heart are a formidable combination” – Nelson Mandela.

Emotional Intelligence is the ultimate force which acts as a shining light which leads us to professional success. It has been observed that EI is more powerful than intelligence quotient (IQ) to regulate an employee's senses and control his/her emotions while performing the job/task given, here EI plays an important role thus this paper focuses on empirical comparison of emotional intelligence in terms of intelligence quotient of previously researched analysis reports. More over the concept of EI analysis includes psychological state and behavioral analysis of employees. Individual's capacity to control and regulate one's emotions and understanding the emotions of other's as well. Social competencies like self awareness, self realization etc. are the parameters of EI analysis. The problem faced by most domestic companies and MNC's is the irreluctance, irresponsible and procrastinative approach of employees which hampers the performance and efficiency of employees thereby affecting the organizational goals. The recommendations and suggestions in this paper will provide a basic overlay and foundation for the judgment and evaluation as a process in organization. EI is not just restricted up to specific domains like HR, psychology but instead it plays a important role in helping the managers to select the right candidate for the right job. Emotional stability is the need of hour which can only be overlooked and understood by the by the various tests which are already been implemented in the organizations like defence forces, which mainly focuses on training and development of skills, but this paper focuses on an innovative approach of quantifying the emotional intelligence in the major process of recruitment and selection, thus it helps HR in understanding the emotions and behavior of their workforce. Successful and top managers in various national and multinational organizations develop high level of emotional intelligence.

Keywords: *Emotional Intelligence, Intelligence Quotient, Self Awareness, Social Competences.*

INTRODUCTION

A moving of the mind or soul, excitement of the feelings, whether pleasing or painful is exclaimed as “emotions”. Emotions are viewed as organized responses which are crossing the margins and precincts of many psychological sub systems including the motivational, cognitive and experimental sub systems. We know that emotions typically arise in response to an event which can be internal or external, which have some valence meaning (positive or negative) for the individual. Emotions can be distinguished from the closely related concept of mood in that emotions are shorter and generally more intense which distort

the work synchronization amongst the employees. Emotional analysis report will help HR specialist ,recruiters in potentially transforming the traditional selection procedure into an enriching and integrating experience. Thus emotions can be defined as a complex integration of interactions between the theoretical, subjective and objective reality in the workplace environment.

Emotional intelligence is the subset of social intelligence that involves the capability to control, monitor and regulate one's feelings and emotions to differentiate among them and apply this in the formation of one's actual working actions and synchronize their goals and objectives of the organization .

1. Asst. Prof., MBA Dept., CPEM, Indian Institute of Foreign Trade, IIFT(Weekend).
HMR Institute of Technology & Management, GGSIPU Plot No. 370, Hamidpur.
2. Asst. Professor, MBA, MIT College of Management, Resdt. Addr: Ram Ganga Vihar, Phase II, Moradabad, U.P.

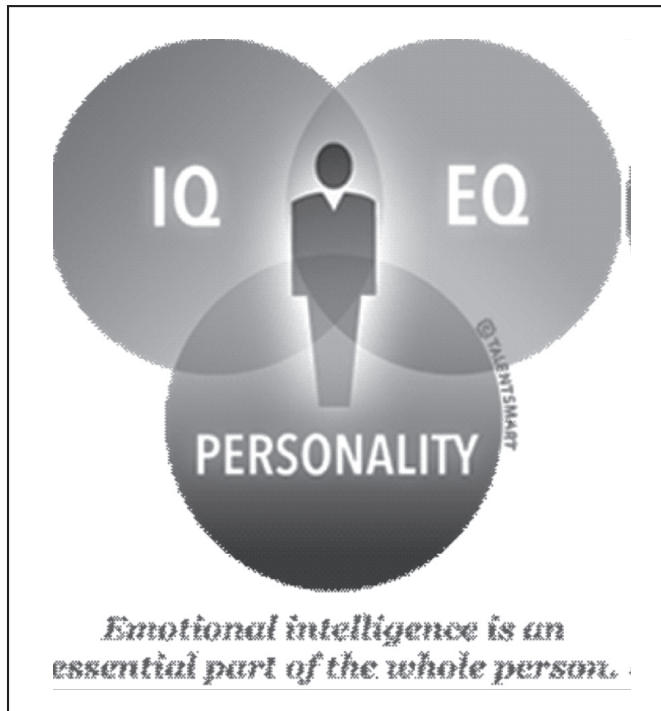


Fig. 1

RESEARCH PROBLEM

In the traditional recruitment model mostly Indian companies focus their criteria on hard skills like technical expertise, industry knowledge and education, but paid less attention to the real factors that determine success that are harder to quantify.

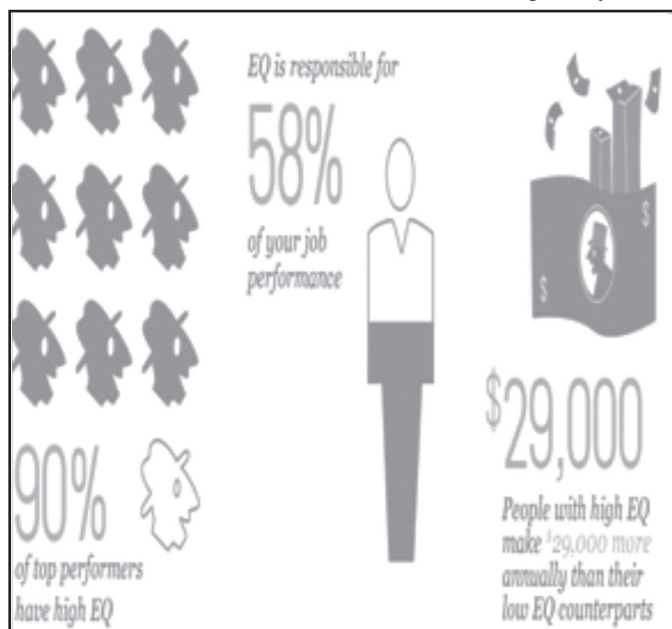


Fig. 2

HR Specialists and recruiters need to select the right candidates that not only “fit” the role but are able to “fit” with the organization. It will help the new and existing employees to adapt and react accordingly in the critical situations.

Employees with strong business emotional intelligence will fly through their probation period and stay with the organization for the longer term.

Emotional intelligence is how an employee will manage both themselves and others it is about understanding and gaining an accurate insight about an individual’s emotion and motivating themselves and others to succeed.

Profit maximization and effective decision making are the key problems of leading MNC’s where emotional intelligence as a concept can impart some light on it.

Being able to recruit and select for Business Emotional Intelligence ensures organizations are focusing on the ‘real’ human factors that determine success (Resilience to pressure, controlling critical emotions, motivation to succeed, decision making, understanding others etc). This is the key to human capital management.

Emotional intelligence will help us to:

- It will save the recruitment cost from bad recruitment decisions.
- Improving the caliber of new employees.
- Training and development of new as well as existing employees.
- Increasing the sales and productivity.
- Team building capability.
- Reduction in the rate of fraud and absenteeism.

OBJECTIVES OF STUDY

- The objectives of this research are as follows:
- To learn about emotional intelligence and its importance in HR process.
- To use EI as a tool in the recruitment and selection process.
- To improvise the decision making ability of managers.

LITERATURE REVIEW

Peter Salovey and John D. Mayer who are the leading experts on emotional intelligence since 1990. In their article “Emotional Intelligence,” was defined 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” (1990).

Emotional Intelligence (EI) has been touted as being responsible for over 85% of outstanding performance in the workplace (Bennis, 2001). While such estimates have been criticized as being somewhat overzealous, a large body of research now exists which highlights the importance of EI for organizations. It is therefore not surprising that the assessment of emotional intelligence has gained recent popularity.

Emotional intelligence has been considered a strong indicator of how an employee will perform on the job and has also been an indicator of leadership behaviors (Downey, Papageorgiou, & Stough, 2006).

RESEARCH METHODOLOGY

All the information and data presented in this working paper were gathered from various sources of secondary data. The sources came from online search database from Multimedia University Library website's online databases like university of Passific, DRDO (DIPR). The online search database provided secondary data like journals and extracts from newspapers, books and magazines. Some of the information and data were obtained from the Internet search engines like Google, Altavista and Yahoo.

RECOMMENDATION

1. Usage of Emotional Intelligence as a factor in the recruitment and selection process. This will help the organizations in selecting the right and suitable candidates for the future.
2. Examples– as we all know that the defence forces are the possibly the first organizations to come up the concept of management the selection process of defence forces is quite stringent and includes a thorough examination of mental and psychological evaluation of the candidate . the retention ratio of forces is very high and they are able to recruit the right candidate for the right job.
3. Another example of this is the PABT(PILOT ATTITUDE BATTERY TEST) conducted the INDIAN AIR FORCE. This test was initially started by the by RUSSIAN AND GERMAN AIRFORCE after WW1. The main reason was many of the pilots were not able to perform well and it resulted in huge losses of both life and resources. Later on they came to know they analysed and came to know that the pilots were not psychologically fit to fly. Thus they inducted this test which involves the psychological and emotional intelligence of the candidates.
4. The organizations can conduct a EI test and differentiate candidates on the level of their EI and recruit them according to their capabilities and hence reduce their employee turnover ratio. This testing of EI can also help them in imparting the candidates the right amount of training required and what type of training the candidate can handle or is the candidate suitable to the particular task.
5. The list of accidents caused by human errors in the field of management, technology, science, medical is very long mainly the accidents occurred because the candidate was

not psychologically strong .the strong EI levels are particularly required in the fields where there is risk involved during their day to day regimes especially in the fields of oil industry, refineries, forces and many more.

6. Recently the biggest oil plant accident took place in rajasthan in the IOCL plant .had the employees been emotionally strong and had not panicked the accident could have been avoided.
7. The managers in today's competitive world need to take decisions about their employees, their conflicts and day to day problems they need to be emotionally strong in order to take the right decisions they cannot let their emotions rule over them while making a decision.
8. Organizations can develop a range of emotional intelligence level and with the help of that assign the jobs to candidates.

7. CONCLUSION

Thus It can be concluded with statement desired by the enhancement of such emotional intelligence level is so much important in the life of an individual whether it is an employed personnel or a business man.

The examples stated clearly explain the role of stability in such a manner where the output is totally dependent on the Employees EI.

REFERENCES

-
- Bar-On, R. (1997). *Bar-On Emotional Quotient Inventory: User's manual* . Toronto: Multi-Health Systems.
 - Bar-On, R. (in press). Emotional and Social Intelligence: Insights from the Emotional Quotient Inventory. In R. Bar-On & J. Parker (Eds.), *Handbook of emotional intelligence*. San Francisco, CA: Jossey-Bass.
 - Barsade, S. (1998). *The Ripple Effect: Emotional contagion in groups* (Working paper). New Haven, CT: Yale University School of Management.
 - Bar-On, R. (1997). *Bar-On Emotional Quotient Inventory: User's manual*. Toronto: Multi-Health Systems.
 - Bar-On, R. (in press). Emotional and social intelligence: Insights from the Emotional Quotient Inventory. In R. Bar-On & J. Parker (Eds.), *Handbook of emotional intelligence*. San Francisco, CA: Jossey-Bass.