

# Emotional Intelligence of Mid-Level Service Manager on Career Success: An Exploratory Study

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## Abstract:

Career success has been visualized as an outcome of multifaceted variables that operate both intrinsic and extrinsic domain of organizational ecosystem. Emotional intelligence is the state of mind how a person behaves rationally and logically in variety of emotional setup. The impact of emotional intelligence varies with profile and level of jobs. The study shows that the higher EI is highly related to greater accomplishment of jobs as we proceed to superior job responsibility. In the organizational hierarchy, the mid-level professionals are in between and focal layer of both the top-down and bottom-up approach. The rapid changes of roles as a mediating agent between top management, lower management and at the same time to play the role of transforming agent of the instructions from higher-ups to the lower ends are the testimony of high emotional intelligence

behavioural components.

The paper has attempted to unearth how the emotional intelligence are related to the career success particularly for the mid-level executives in the north-eastern region. This paper is empirical in nature based on primary as well as secondary information. The study result reflects that emotional intelligence has significant impact on achieving subjective career success among the respondents in the study region. However, the intensity of the impact ( $R^2$  value) may vary with the changing prospective of organizational climate and other temporal factors.

**Keywords:** *Career success, Emotional Intelligence, Mid-level service manager, north-eastern region.*

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## 1. Introduction

Career is a complex term, and different authors define it in different ways. In the past, people did not consider complex and important as now, and it was considered that when a person had a job, it was for a life long term (Bosionelos, 2004).

Career success has been defined as "the positive psychological or work-related outcomes or achievements one accumulates as a result of work experiences" (Seibert, Crant and Kraimer, 1999: 417). Mirvis and Hall (1994, p. 366) define career success as "the experience of achieving goals that are personally meaningful to the individual, rather than those set by parents, peers, an organization, or society". Dany (2003) provides an alternative theory, that people's definitions of career success are fashioned on an on-going basis throughout their lives, and subsequently change whenever changes in their personal lives have an impact on their priorities.

Career success is a result of a person's career experiences and involves the individual's evaluation of desirable work-related outcomes at any point during these experiences (Arthur et al., 2005; Gattiker and Larwood, 1990; Hennequin, 2007; Judge and Bretz, 1994; Poon, 2004).

Career success is of importance to individuals because of the positive outcomes (e.g., promotion, salary level, job satisfaction, and career satisfaction) associated with it (Judge, Higgins, Thorensen, & Barrick, 1999). It is also important to organizations because successful employees have the capacity to add value that influences organizational performance (Delaney & Huselid, 1996). For this reason, its prediction has attracted considerable research interest.

Mirvis and Hall (1994) define career success as "the experience of achieving goals that are personally meaningful to the individual, rather than those set by parents, peers, an organization, or society". Bozionelos (2008) defined career success expectation as the expected future achievements of employees in their work lives.

Boudreau, Boswell, and Judge (2001) define career success as 'the accomplishment of desirable work-related outcomes at any point in a person's work experiences over time.' Empirical studies on the assessment of careers based on the concept of career success all agree that it is difficult to define and measure career success. The reason is that career success cannot be objectively determined and cannot be measured solely using external criteria such as hierarchical position and salary level because several subjective factors also intervene. As a result, there is no consensus on what constitutes career success. Arthur, Khapova, and Wilderom (2005), in a

comparative study of 80 papers, divide the existing literature into three groups: in the first group it is argued that objective career success affects subjective career success; the second attributes a predominant role to subjective career success over objective career success; and a third group of papers holds that the subjective and objective aspects of career success are interdependent. More recently, Dries (2011) provides a detailed review of the concepts of career success, which appear in the most relevant research studies on this subject, revealing a wide variety of definitions, measurement methods and determining variables.

### 1.1. Objectives of the Study

- i. To identify the set of variables that can influence career success of professionals belonging to that segment using existing literatures.
- ii. To study the effect of emotional intelligence on career success among the middle level managers in the study region.

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## 2. Literature Review

Emotional intelligence can actually be more influential upon an individual's success in life (personally and professionally) than cognitive intelligence (Stewart, 2008). People with high levels of emotional intelligence abilities are more likely than who have less emotional intelligence to achieve high levels of success in their workplace. Specially, scholars have stated that social skills are necessary for executive level leaders; as individuals ascend the organizational hierarchy; social intelligence becomes a relevant determinant increasingly of who will and will not be successful (Carmeli, 2003). Emotional intelligence is also an important of personal relationships success, family functioning, and success in the workplace (Salovey, Mayer & Causo, 2002). It's found that the emotionally intelligence people have enjoyed more career success, feel less job insecurity, lead more effectively, are more adaptable to stressful events, possess better coping strategies and indicate greater sales success than those who have low emotional intelligence (Yousuf & Ahmad, 2007). Goleman focuses on the importance of emotional intelligence in general work success of people and achievement in their life. Other researchers since Goleman have claimed that emotional intelligence can predict important occupational and educational variables (Fisher & Ashkanasy, 2000). The importance of emotional intelligence to individual and career success can be explained by how important relationships have become in evaluating personal and organizational success (Robbins, 2005). Emotionally intelligence people are able to be effective in pursuing the right career that is a career that matches the values, goals, and vision of the individual. Furthermore, it is believed that individuals who have high levels of emotional intelligence will have higher levels of job

satisfaction and organizational commitment, that will make both the individuals and organizations more successful (Stewart, 2008).

**3. Research Methodology**

The study was undertaken to understand the effect of emotional intelligence on career success among the mid-level managers from the service sector working in Arunachal Pradesh. The study was exploratory in nature with empirical arguments. The study was carried out using both primary as well as secondary information. For primary information a structured questionnaires were used to collect the data from the sample population. For secondary information appropriate domain literatures, various reports were used. Total sample size was 100 mid-level service managers, which have been collected from various sectors of service industries as per the convenience of the researcher.

The collected data were tabulated in the SPSS version 21 for the processing and analyzing of data. Descriptive statistics, parametric and non-parametric test were done to achieve the objectives of the study.

**4. Analysis and Interpretation**

**4.1. Analysis-I**

**Table 1- Other set of variables influencing career success**

Sl No	Variables	Key Findings	Citations
1	Personality (5-factor personality trait)	Positive relationship between conscientiousness and career success.	Judge et al., (1999);
		Extroversion and its facets appear to be	Rawls and Rawls (1968)

- 2 Political Skill positively related to extrinsic career success. The study was to investigate the relations between political skill (the overall construct and the four dimensions) and five career-related outcomes. It was found that the overall political skill variable was a powerful predictor, but that the predictive power of this variable was primarily driven by the networking ability dimension. Study outcome shows that stronger works councillors' political skill, the more successful they were in their career. *Todd, S. Y. et. al. (2001);*
- 3 Gender Gender has influenced on career success. Gender moderated the predictive influence of international experience on compensation, ascendancy, and perceived success. The findings also illustrate that career development models should be situated by (private versus public) sector and specify systemic gender differences in career success outcomes. *Blickle et al., (2010).*
- 4 Self- Our results, based *Orser & Leck, J. (2010).*

esteem on a cross-lagged regression design, suggest that self-esteem increases occupational prestige and income.

satisfaction were found.

5 Mentoring Mentoring includes coaching, support, and sponsorship, which provide the protégés the technical and interpersonal skills, and visibility opportunities that enable them to succeed in their careers.

*Whitely, Dougherty & Dreher, 1991*

6 Human capital It is suggested that person-environment fit and organizational support are important antecedents of career success. Knowledge of career changes and these antecedents help individuals and organizations manage career success.

*Ballout, H. I. (2007)*

7 Networking Networking is related to concurrent salary and that it is related to the growth rate of salary over time. Networking is also related to concurrent career satisfaction. As satisfaction remained stable over time, no effects of networking on the growth of career

*Wolff & Moser (2009)*

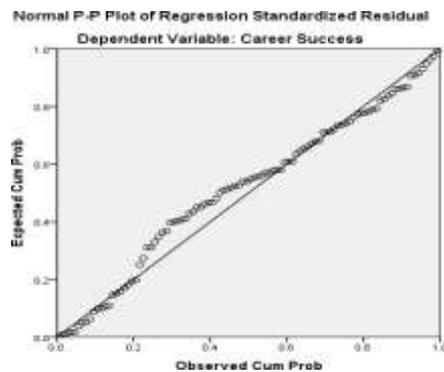
**Analysis – 2**

**Table 2 - Correlations**

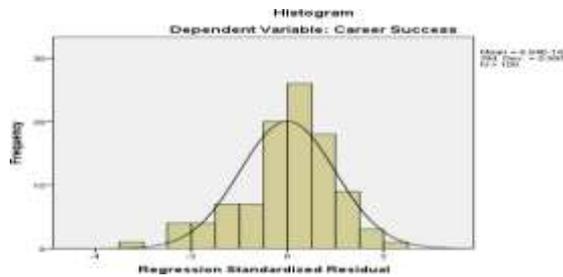
		Emotional Intelligence	Career Success
Intelligence Emotional	Pearson Correlation	1	.328**
	Sig. (1-tailed)		.000
	N	100	100
Career Success	Pearson Correlation	.328**	1
	Sig. (1-tailed)	.000	
	N	100	100

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Analyzing the data set it is found that, there is a positive relationship between career success with emotional intelligence. However the correlation coefficient ‘r’ is 0.328 which is somehow lesser than the expected in consonance with established theoretical framework. This may be interpreted that study area is in the formative stage and number of middle level managers and number of firms belongs to organized sector are quite less even among the northeastern states so impact of emotional intelligence towards career success has not been adequately translated. However if similar studies can be conducted after 3 – 4 years it is expected that the value of ‘r’ would be more significant.



In the P.P Plot diagram, it is evidence that there is inherent consistency among the dataset. The outlier are not significant in the dataset.



**Table 3 - Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	2.348	.393		5.972	.000
1 Emotional Intelligence	.346	.101	.328	3.443	

a. Dependent Variable: Career Success

$$Y = a + bX$$

$$Y = 2.348 + 0.346 X$$

Where,

Y = Career Success

X = Emotional Intelligence

a = Constant

b = Intercept

This shows the present dataset evidences that there is positive relationship between career success and emotional intelligence of the target respondents. Where, ‘a’ is 2.348 and the gradient is 0.346. This clearly indicates higher the emotional intelligence (Independent variable) that results higher career success which proves the assumptions.

### Scope for further study

The present study can be extended in various dimensions to understand and integrate how emotional intelligence is closely related to career success. The study has been conceived based on the information collected from mid-level managers, which can be experimented with senior level or even entry-level officers. The study region was concentrated to within the state of Arunachal Pradesh. However, it can be extended to neighboring states or entire north-east India in

order to widen the catchment area for data collection. In that case, the outcome of the sampling would be more representative and can comprise of mixed set of variations representing various sectors or industries.

### Limitations of the study

The sample size in the present study is 100 mid-level service managers from Arunachal Pradesh. The higher the sample size shall ensure greater precision of the study outcome. The study suffers from the samples belonging to managers from manufacturing unit since the state does not have significant manufacturing establishment.

### Conclusion

The present research work has demonstrated that there is positive relationship between emotional intelligence and career success among the mid-level service managers working in the North-Eastern state of Arunachal Pradesh. Emotional intelligence.. The results obtained are inconsonance with other previous studies. This shows that emotional intelligence is still the driving force that can manifest higher career growth even in a small nascent state like Arunachal Pradesh. The outcome of the study may be helpful for the organizations that they may consider and influence the importance of emotional intelligence among the top management for mentoring the subordinate managers for their respective career success.

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