

THE EMPLOYERS' SOFT SKILL- AS DESIRED BY THE  
EMPLOYEES, WORKING IN THE UNORGANIZED  
SECTORS (STUDY CONDUCTED IN AN INDIAN STATE)

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**ABSTRACT:-**

The study has been designed to focus on the Emotional Intelligence or Soft Skill of the particular category of employers who are housewives, individual car owners, private doctors, shop owners etc. The samples of the research study come from poor family background and are mostly neglected by their employers and the society. These persons are employed in totally unorganized / unstructured working sectors under private employers and also not considered in any Employment Act of India. No official rules and regulations in favor of the employees are there. Though illegal, in some cases child workers are also employed for these types of job;s our study dealt with the domestic helps, private car drivers, car cleaners, shopkeepers' assistants, attendants in doctors' private clinics as samples. They were verbally interviewed and the inference focused on two domains as-(i) **Management Style** and (ii) **Attitude of the employers**. The result showed that this category of the employees are happy and satisfied with the employers if they maintain a desired pattern in their management style as '**benevolent autocratic**' and '**attitude**' as empathy, guarding of their (employees') self-respect and moderately well mannered communication pattern, apart from providing proper remuneration. Daniel Goleman conducted his research study for a wide range of people in varieties of categories including corporate people. In 1998, he published 'Working with Emotional Intelligence' in response to very high interest from the

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business community. It was from here that the term "EQ" became a popular phrase. If the employers can maintain some attitude and management fashion consciously (which are regarded as soft skill/ emotional intelligence) with their employees, the employee turnover will be less and the quality of service will be far improved, they will work happily and it will obviously contribute to form a healthy social system .

**KEY WORDS:-** SOFT SKILL/EMOTIONAL INTELLIGENCE; UNORGANIZED SECTORS; EMPATHY; SELF RESPECT; COMMUNICATION PATTERN.

### **INTRODUCTION:-**

This research study deals with the employees who are not educated and work in the unorganized sectors under one employer. At the work places there are no official rules and regulations and these sorts of employees are excluded from employment act, India. The targets/ samples of our study are employed for this kind of jobs.

Soft skill or Emotional Intelligence is a contemporary concept which was initiated as 'Social Intelligence' in 1920. After this, many social scientists and psychologists researched at this line and put their earnest efforts to define this but in other names. In 1986 Wayne Payne worked on this in his doctoral dissertation. . In 1990, Peter Salovey and John Mayer coined the term 'emotional intelligence'. Emotional Intelligence (E.I.) was popularized by Daniel Goleman an U.S.A. based psychologist in 1995. Currently, E.I. has become a very important, significant and well accepted area of psychology and Human Resource Management. It has been proved that, a person having a very high Intelligence Quotient (I.Q.) may not have a high Emotional intelligence Quotient. A person who has an average I.Q. and high E.Q.( Emotional intelligence Quotient), is able to lead, motivate the subordinates, solve human made/ related problems, grievances, conflicts, crucial decision taking at the right time with an ease. E.I. is being given intense focusing by business industries throughout the world to make good managers/ leaders who can in turn bring high business growth.

Emotional Quotient (EQ) is a way to measure how a person recognizes emotions in himself or herself and others, and manages these emotional states to work better individually or as a group or team. Intelligence Quotient (IQ) is a value that indicates a person's ability to learn, understand, and apply information and skills in a meaningful way. The major difference between EQ and IQ is what part of a person's mental abilities they measure: realizing emotion or understanding information. According to some theories of brain function, a high EQ means someone is self-confident, self-aware, and able to handle difficult emotional experiences. It is often tied directly to the degree of success a person may have in the workplace and in personal relationships. People with high EQ can often better recognize and control their own emotions, and recognize emotional states in others to adjust their behavior accordingly. A person's IQ, on the other hand, measures concepts like logical reasoning, word comprehension, and math skills rather than creative potential or emotional abilities. People with a high IQ may be able to learn certain subjects very quickly and make connections between their ideas and work that others miss. They very often have great academic success. The ability to acquire knowledge does not necessarily mean people can recognize and manage their own emotional states. E.I. can be achieved through study, practicing and applying it in work place and personal life.

The current research study deals with the employers' E.I. or soft skill which is required for their employees for their better performance and retention

#### **OBJECTIVE:-**

The objective of the research study is to get an idea regarding the soft skill or emotional intelligence which is desired from the employers by the employees who work in unorganized sectors, under single employer and do not fall under employment act. The required soft skill of the employers enhances the employees' mental satisfaction, performance outcome and retention which in turn, is the gain of the employers. It also contributes to form a healthy social system.

**LITERATURE SURVEY:-**

The history of Emotional Intelligence or Soft Skill says that, in the 1900s the conventional definitions of intelligence only dealt with the cognitive aspects of the human beings such as memory, ability to learn, logical reasoning, problem-solving capabilities etc. Many eminent researchers in this field of study started to realize the significance of the non-cognitive aspects of intelligence. At about 1920s, E.L. Thorndike used the term ‘**SOCIAL INTELLIGENCE**’ to explain the skill of understanding and managing other people around. In 1940 David Wechsler described the influence of non-intellective factors on intelligent behavior. In 1983, Howard Gardner authored ‘Frames of Mind: The Theory of Multiple Intelligences’ –it explained multiple intelligences which included both interpersonal intelligence i.e. the ability to understand the intentions, motivations and desires of other people and ‘intrapersonal intelligence’ i.e. the capability to understand oneself, to understand one's feelings, fears and motivations. According to Gardner, traditional types of intelligence, such as Intelligence Quotient or IQ fails to completely explain cognitive ability. In this way, the concept of soft skill or emotional intelligence came to light and experts in this field realized that, the conventional definitions of intelligence were lacking in ability to completely explain performance outcomes of people.

The first use of the term ‘emotional intelligence’ is generally attributed to the German publication Praxis der Kinderpsychologie und Kinderpsychiatrie by Leuner in 1966. In it, Leuner discusses women who reject their social roles due to their separation at an early age from their mothers; he suggested that they had a low ‘Emotional Intelligence’ (EI). EI first appeared in English, in a doctoral dissertation by Wayne Payne in 1986 (‘A study of emotion: Developing emotional intelligence, self-integration, relating to fear, pain, and desire’). He advocated fostering EI in schools by liberating emotional experience through therapy. The concepts of emotional work and emotional labor were first introduced by Arlie Hochschild in 1983. Six years later research began looking at emotional expression and its importance to organizational psychology. In 1990, Peter Salovey and John Mayer coined the term ‘*emotional intelligence*’. The two psychologists concluded seven years later that emotional intelligence comprised four mental processes, as shown in the table below-

**EI Mental Process**

<b><u>PERCEPTION</u></b>	<b><u>ASSIMILATION</u></b>
Perceiving and identifying emotions.	Integrating emotions into thought patterns.
<b><u>UNDERSTANDING</u></b>	<b><u>MANAGING</u></b>
Understanding one's own and others' emotions.	Managing one's own and others' emotions.

In 1995, emotional intelligence was popularized by the psychologist, Daniel Goleman, with his easily digestible books on the topic, which have become international best sellers. In 1998, Goleman published Working with Emotional Intelligence in response to immense interest from the business community. Since this time the term "EQ" became a popular phrase.

In the mid-1995, Goleman developed his idea of an emotional intelligence. Within his theory, he delineates five distinct domains:

1. **Self-Awareness** (Self-confidence, Self-decisiveness.)
2. **Self-Regulation** (Controlling Impulsivity, Handling Emotions.)
3. **Motivation** (Hope, Initiative in goal setting, Zeal.)
4. **Empathy** (Reading others' feelings, Caring.)
5. **Social Skill** (Influence, Leadership, Team Building.)

Goleman states that this emotional intelligence may be more important than IQ in terms success of life, defined as happiness and fulfillment on the job and at home.

Goleman conducted his research study for a broad spectrum where corporate business activities were also included. Our research study has been targeted for a particular niche of the employees who are not educated and work in the unorganized sectors under one employer; even these employees are not included in any employment act.

#### **HYPOTHESES:-**

From the employers' ends-

1. The required management style is of strictly autocratic (Ho1).
2. Empathy is required (Ho2).
3. The employees are not concerned regarding their self-respect (Ho3).
4. The communication style need not follow any pattern (Ho4).

#### **RESEARCH METHODOLOGY:-**

The samples of the study are the domestic helps, private car drivers, car cleaners, shopkeepers' assistants, attendants in doctors' private clinics etc. who work under one employer and everything depends on the employer's mentality as there are no official norms and conditions to be followed by the employers

The 100 samples were selected on random basis from various parts of Nagpur in Maharashtra state of India. They were interviewed individually based on a structured questionnaire. Their feedback scores were quantified using Likert scale analyzed and interpreted using statistical techniques.

#### **DATA OBTAINED:-**

The secondary data were collected from the feedback of the samples.



### STATISTICAL TOOLS:-

The standard deviations and means were calculated from the score and significant (t) tests were performed, accordingly the hypotheses were tested.

### VARIABLES OF THE RESEARCH STUDY:-

#### 1. Management style of the employers:-

There are four types of Management/ Leadership styles.(i) Autocratic, (ii) Democratic, (iii) Laissez Faire or Free Reign and (iv) Paternalistic.

In our research study only autocratic style has been considered.

**(i) Autocratic**-In this case, the employer places the orders and the subordinates are supposed to follow him/ her blindly. This style can be further classified as-(a) Strict autocratic and (b) Benevolent autocratic.

(a) Strict autocratic- the strict autocrats try to dominate the employees to a very high degree and pressurize them if sometimes they are unable to carry out the orders due to some reasons.

(b) Benevolent autocratic -the benevolent autocrats dominate their employees but at the same time they are protective and concerned for them also.

2. **Empathy**: - To empathize is to identify with another's feelings. It is to emotionally put yourself in the place of another. The ability to show empathy directly depends on your ability to feel your own feelings and identify them with another.

3. **Self-respect**:- It is the sense of one's dignity; dignity is vibe felt from the inherent sense of nobility and worth.

4. **Communication Pattern**:- There are various types of verbal informal communication pattern as clear, ambiguous, transparent, harsh, polite etc. It varies from person to person. It can be improved if efforts are given.

**RESULT:-**

**1) 'MANAGEMENT STYLE' (Variable-1)-**

TABLE FOR 't' TEST OF 'STRICT AUTOCRATIC MANAGEMENT STYLE' SCORE

CALCULATED SIGNIFICANCE TEST OR 't' TEST VALUE OBTAINED FROM THE CALCULATION	OBSERVED 't' TEST VALUE FROM THE DISTRIBUTION TABLE AT 25% SIGNIFICANCE LEVEL FROM SINGLE TAILED DISTRIBUTION TABLE.
0.7241	0.691

TABLE-1

Observed't' value is smaller than the calculated 't' value. So, '**STRICT AUTOCRATIC MANAGEMENT STYLE**' is insignificant. Hence, the null hypothesis Ho1 is rejected.

From the interview with the samples it was noted that, the employees are satisfied with the 'Benevolent autocratic' management style; accordingly, the questionnaire was framed and individually the employees were interrogated; from their feedback score the mean, standard deviation and't' value was calculated. The table is furnished below-

TABLE FOR 't' TEST OF 'BENEVOLENT AUTOCRATIC MANAGEMENT STYLE' SCORE

CALCULATED SIGNIFICANCE TEST OR 't' TEST VALUE OBTAINED FROM THE CALCULATION	OBSERVED 't' TEST VALUE FROM THE DISTRIBUTION TABLE AT 25% SIGNIFICANCE LEVEL FROM SINGLE TAILED DISTRIBUTION TABLE.



0.3625	0.691
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TABLE-2

Observed 't' value is greater than the calculated 't' value. So, 'BENEVOLENT AUTOCRATIC MANAGEMENT STYLE' is significant.

**2) 'EMPATHY' (Variable-2)-**

TABLE FOR 't' TEST OF 'EMPATHY' SCORE

CALCULATED SIGNIFICANCE TEST OR 't' TEST VALUE OBTAINED FROM THE CALCULATION	OBSERVED 't' TEST VALUE FROM THE DISTRIBUTION TABLE AT 25% SIGNIFICANCE LEVEL FROM SINGLE TAILED DISTRIBUTION TABLE.
0.2332	0.691

TABLE-3

Observed 't' value is greater than the calculated 't' value. So, 'EMPATHY' expected from the employers, is significant. Hence, the null hypothesis Ho2 is accepted.

**3) 'SELF-RESPECT' (VARIABLE-3)-**

TABLE FOR 't' TEST OF 'SELF-RESPECT' SCORE

CALCULATED SIGNIFICANCE TEST OR 't' TEST VALUE OBTAINED FROM THE CALCULATION	OBSERVED 't' TEST VALUE FROM THE DISTRIBUTION TABLE AT 25% SIGNIFICANCE LEVEL FROM SINGLE TAILED DISTRIBUTION TABLE.
0.5921	0.691

TABLE-4

Observed 't' value is greater than the calculated 't' value. So, 'SELF-RESPECT' from the employers, is significant. Hence, the null hypothesis Ho3 is accepted.

**4) ON COMMUNICATION PATTERN (VARIABLE-4)-**

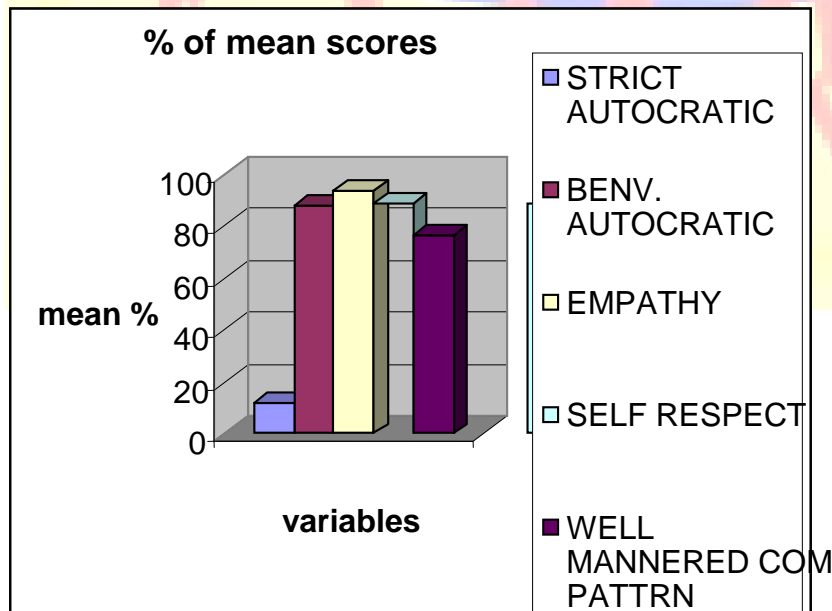
TABLE FOR 't' TEST OF 'WELL MANNERED & CLEAR COMMUNICATION PATTERN' SCORE

CALCULATED SIGNIFICANCE TEST OR 't' TEST VALUE OBTAINED FROM THE CALCULATION	OBSERVED 't' TEST VALUE FROM THE DISTRIBUTION TABLE AT 25% SIGNIFICANCE LEVEL FROM SINGLE TAILED DISTRIBUTION TABLE.
0.3562	0.691

TABLE-5

Observed 't' value is greater than the calculated 't' value. So, moderately 'WELL MANNERED & CLEAR VERBAL COMMUNICATION' pattern from the employers, is significant. Hence, the null hypothesis Ho4 (the communication style need not follow a pattern) is rejected.

**% of Mean Scores of the four variables:-**



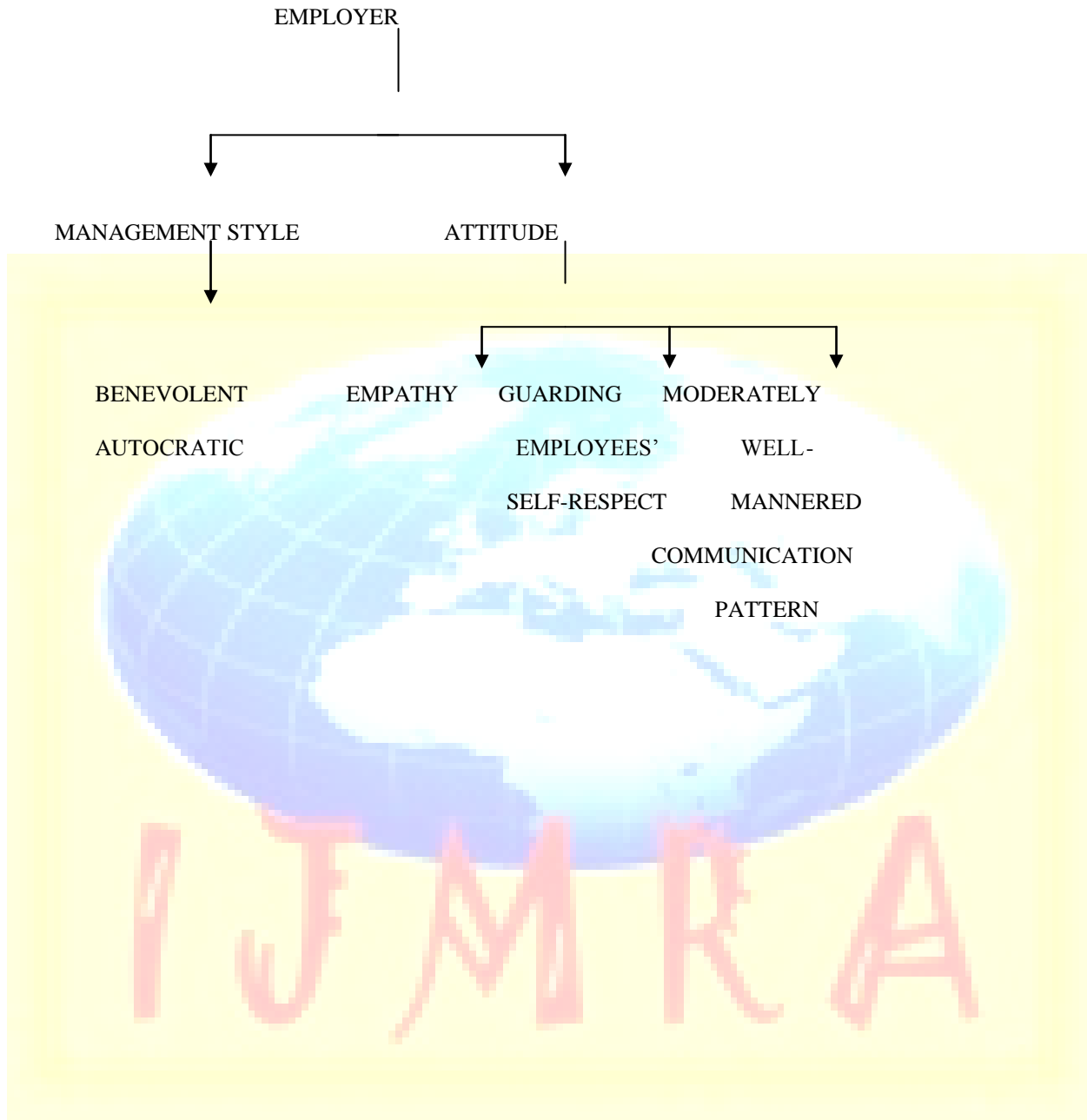
**DISCUSSION & CONCLUSION:-**

In this 21<sup>st</sup> century, with the change in technology, environment, financial status, life style etc. the mentality, hence the thought pattern of general Indian people have changed drastically than earlier days as in 19th ( after British rule and onwards) and 20th century and it is quiet normal. The common people (targets/ samples of the study) are no exception. Their financial status is not standard but mentality has changed a lot. They are very much aware of their self-respect and the treatment by their employers. If they are dissatisfied or insulted by their employers, they do not stick to the jobs; rather they want a change of employment. It is very clear from the interpretation of data of the research study that, these kinds of employees expect (i) benevolent autocratic management/ leadership style, (ii) a minimum empathy, (iii) not hurting their self-respect and a clear, transparent and moderately well mannered communication/ talking pattern.

If the employers can maintain the above mentioned attitude/ soft skill/ emotional intelligence with their employees, the employee turnover will be less and the quality of service will be far improved, they will work happily and it will provide a progressive and good social vibe.

**RECCOMENDATION:-**

For the type of employees under this research study, the following model can be followed by the employers.



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