Available online at www.sciencedirect.com

ScienceDirect

Procedia - Social and Behavioral Sciences 129 (2014) 75 – 81

Procedia
Social and Behavioral Sciences

ICIMTR 2013

International Conference on Innovation, Management and Technology Research,
Malaysia, 22 – 23 September, 2013

The Relationship between Emotional Intelligence and Job Performance of Call Centre Agents

Noorazzila Shamsuddin,[a1] Ramlee Abdul Rahman[b]

a Faculty of Business Management, Universiti Teknologi MARA (UiTM), Kampus Kelantan
b Faculty of Business Management, Universiti Teknologi MARA (UiTM), Shah Alam

---

Abstract

This study attempted to investigate the relationship between emotional intelligence and job performance of call centre agents. Two call centres located at Kuala Lumpur were selected as the subject of this study involving 118 respondents. The self-report emotional scale developed by Wong & Law (2002) known as Wong and Law Emotional Intelligence Scale (WLEIS) had been adapted as the measurement for the level of EI among the call centre agents. All the items in the independent and dependent variables were tested through reliability test to ensure the reliability of the scale. The correlational analysis was carried out and the result indicated there was a relationship between EI and job performance. Hence, multiple regression analysis was conducted to examine the variance in dependent variable through independent variable by giving the relative contribution of each independent variable. The findings of the study indicated there was significant relationship between emotional intelligence and job performance. Moreover, two EI dimensions contributed to job performance, namely regulation appraisal emotion (RAE) and use of emotion (UOE). Analysis of the moderator variable, indicated gender did not affect the relationship between the independent variable (EI) and dependent variable (Job performance).

© 2014 The Authors. Published by Elsevier Ltd. Open access under CC BY-NC-ND license.
Selection and peer-review under responsibility of Universiti Malaysia Kelantan

Keywords: Emotional Intelligence (EI); Job Performance; Call Centre Agents

---

[1] Corresponding author. Tel.: +6-010-9812721.
E-mail address: nzila614@kelantan.uitm.edu.my

1877-0428 © 2014 The Authors. Published by Elsevier Ltd. Open access under CC BY-NC-ND license.
Selection and peer-review under responsibility of Universiti Malaysia Kelantan
doi:10.1016/j.sbspro.2014.03.650

1. INTRODUCTION

Call centre agent is the person that responsible in handling incoming and outgoing calls (Adma, 2001). Call centre agents are expected to portray positive and professional corporate image towards the customers. However, according to Taylor and Bain (1999) many call centre agents have trouble dealing with rejection and hostility from customers. Failure in developing effective EI among employees could cause negative influence toward task accomplishment, therefore resulting risk in individual and company growth and success (Suliman & Al-Shaikh, 2007). EI contributed job performance by allowing people to control own emotions and manage stress, further ensure good performance even under pressure by adapting to organizational change (Lopes, Grewal, Kadis, Gall, & Salovey, 2006). Emotional intelligence (EI) also very important ability, especially in the service sector (O'Boyle, Humphrey, Pollack, Hawver & Story, 2010). In addition, Hsi-An and Ely (2010) indicated properly managed EI helps employees to use their emotions intelligently, especially in selecting appropriate conflict management style in conflicts and enhance job performance.

2. LITERATURE REVIEW

2.1. Emotional Intelligence (EI)

Emotional intelligence has become an interesting topic for discussion among researchers for many years (Lopes, Grewal, Kadis, Gall, & Salovey, 2006). Mayer, DiPaolo and Salovey (1990) defined emotional intelligence as part of social intelligence that consists of the ability to observe own and other emotions, can differentiate these types of emotions and use the information received about the emotions as guidance for thinking and to react. On the other hand, Goleman (1998), as cited by Poon (2002) indicated emotional intelligence, as the capability to recognize own and other feelings to motivate one-self and properly manage the emotions in a relationship. Mayer & Salovey (1997) (as cited by Mayer, Caruso and Salovey (1999) developed the ability based model of emotional intelligence consisting of four major areas, reflectively regulating emotions, understanding emotions, assimilating emotions in thoughts and perceiving and expressing emotions. Caruso, Mayer and Salovey, (2002) had introduced the Multifactor Emotional Intelligence Scale (MEIS) to measures the features and designs of emotions, developing and analyzing of using emotions, describe the difficult terms of emotions and choose the most favorable strategy of emotional decision-making. This measurement has evolved to MSCEIT Research version 1.1 and MSCEIT Research version 2.0 (Mayer, Caruso, Salovey & Sitarenios, 2003). Goleman (2000) proposed competency-based model of emotional intelligence consisting of four major clusters, self-awareness, self-management, social awareness and relationship management. Emotional Competency Inventory (ECI) was designed to assess emotional competencies of individuals and organizations. The current version of the ECI is ECI Ver. 2.0 that measures eighteen competencies arranged in four clusters, self-awareness, self-management, social awareness and social skills (Relationship Management) (Sala, 2002). Bar-On model of Emotional-Social Intelligence (ESI), a cross-section of interrelated emotional and social competencies, skills and facilitators that determine how effective one understands others to cope with daily demands. Bar-On (2006) also developed EQ-i (Emotional Quotient Inventory) used to measure emotional and social intelligence of behaviour. On the other hand, Wong and Law (2002) had developed Wong and Law Emotional Intelligence Scale (WLEIS) that based on the model developed by Mayer & Salovey (1997). Their scale consists of four different dimensions, Self-emotion appraisal (SEA); Others' emotion appraisal (OEA); Regulation of emotion (ROE) and Use of emotion (UOE).

2.2. Job performance

Job performance is an important construct in organizational practice and research because it acts as the main role in most personnel decisions such as merit-based compensation, promotion and retention of employees (Scullen, Mount & Goff, 2000).

Download English Version:

https://daneshyari.com/en/article/1116606

Download Persian Version:

https://daneshyari.com/article/1116606

Daneshyari.com