



## Measuring Emotional Quotient at Conventional Education Institutions – An Exploratory Study

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### Abstract

In the current environment of knowledge economy and business scenario of globalization, privatization and liberalization, a organization market value is less depends on tangible assets, but relies heavily upon its intangible resources such as brand, technology and most important that is Human capital. Human resources management reflects an organization's strategy regarding people, success and overall effectiveness. Hiring and retaining faculty is a challenge in the field of academic institutions and colleges. One important factor is shortage of appropriate candidates and at the same time, institutions and colleges have failed to attract talented candidates with emotional quotient.

The present paper focuses and examines the homogeneity of academic jobs and candidates as a tool to manage the talents with emotional quotient. The objectives were, to study the significance of emotional quotient and talent engagement in higher education, to critically measure the perceptions of newly appointed assistant professors about emotional quotient and to suggest certain measures which can adopted by higher educational institutions to improve the talent engagement practices and emotional quotient at work place. Survey was conducted with the help of questionnaires and interaction was done among newly recruited professors in Solapur city. The results show that institutions and colleges are not able to achieve a maximum talent engagement through emotional quotient.

**Keyword:** Emotional, Quotient, Knowledge Economy, Homogeneity, Professors, Perception.

### Introduction

Emotional Quotient is increasingly becoming a critical part of the corporate business management strategy for most organizations. Emotional intelligence (otherwise known as emotional quotient or EQ) is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict. Emotional intelligence helps you build stronger relationships,

succeed at school and work, and achieve your career and personal goals. It can also help you to connect with your feelings, turn intention into action, and make informed decisions about what matters most to you. Through emotional intelligence talent engagement is possible since, talent engagement is never ending process that manages the start point of a new employee to the end point when termination (of either party) occurs, namely attracting, developing and retaining talent. An expanded definition of talent engagement is a more comprehensive approach of trying to build those competencies. Current employee's performance within a specific job has always been a standard evaluation measurement tool of profitability of an employee; which is measured through emotional quotient however talent engagement also seeks to focus on an employee's potential, meaning an employee's future performance. If given the proper development of skills and increased responsibility. Emotional quotient and involvement of talent are the two sides of same coins and inter related to each other.

As we know, it's not the smartest people who are the most successful or the most fulfilled in life. You probably know people who are academically brilliant and yet are socially inept and unsuccessful at work or in their personal relationships. Intellectual ability or your intelligence quotient (IQ) isn't enough on its own to achieve success in life. Yes, your IQ can help you get into college, but it's your EQ that will help you manage the stress and emotions when facing at your work place. IQ and EQ exist in tandem and are most effective when they build off one another. Emotional intelligence and Talent engagement review reports on the changing dimensions of the modern labour market and outlines some of the key challenges that businesses must overcome if they are to retain their top talent. Few will argue that recruiting and retaining the best talent is one of the greatest challenges facing any organization in today's competitive global marketplace. Talent engagement in organizations is not just limited to attracting the best people from the industry but it is a continuous process that involves sourcing, hiring, developing, retaining and promoting them while meeting the organization's requirements simultaneously. For instance, if an organization wants the best talent of its competitor to work with it, it needs to attract that person and offer him something that is far beyond his imagination to come and join and then stick to the organization. Only hiring him does not solve the purpose but getting the things done from him is the main task. Therefore, it can be said that talent engagement is a full-fledged process that not only controls the entry of an employee but also his or her exit through emotional intelligence. To achieve success in business, the most important thing is to recognize the talent that can accompany you in achieving your goal through emotional intelligence. Attracting them to work for you

and strategically fitting them at a right place in your organization is the next step. It is to be remembered that placing a candidate at a wrong place can multiply your problems regardless of the qualifications, skills, abilities and competency of that person. How brilliant he or she may be, but placing them at a wrong place defeats your sole purpose. The process of talent engagement is incomplete if you're unable to fit the best talent of the industry at the place where he or she should be through emotional quotient.

### **Task of Measuring Emotional Quotient**

#### **1. Right Person in the right Job:**

Through a proper ascertainment of people skills and strengths, people decisions gain a strategic agenda. The skill or competency mapping allows you to take stock of skill inventories lying with the organization. This is especially important both from the perspective of the organization as well as the employee because the right person is placed in the right position and employee productivity is increased. Also since there is a better alignment between an individual's interests and his job profile the job satisfaction is increased.

#### **2. Retaining the top talent:**

Despite changes in the global economy, attrition remains a major concern of organizations. Retaining top talent is important to leadership and growth in the marketplace. Organizations that fail to retain their top talent are at the risk of losing out to competitors. The focus is now on charting employee retention programs and strategies to recruit, develop, retain and engage quality people. Employee growth in a career has to be taken care of, while succession planning is being performed those who are on the radar need to be kept in loop so that they know their performance is being rewarded.

#### **3. Better Hiring:**

The quality of an organization is the quality of workforce it possesses. The best way to have talent at the top is have talent at the bottom. No wonder then talent engagement programs and trainings, hiring assessments have become an integral aspect of HR processes nowadays.

#### **4. Understanding Employees Better:**

Employee assessments give deep insights to the management about their employees. Their development needs, career aspirations, strengths and weaknesses, abilities, likes and dislikes. It is easier therefore to determine what motivates whom and this helps a lot Job enrichment process.

#### **5. Better professional development decisions:**

When an organization gets to know who its high potential is, it becomes easier to invest in their professional development. Since development calls for investment decisions towards

learning, training and development of the individual either for growth, succession planning, performance management etc, an organization remains bothered where to make this investment and talent engagement just make this easier for them.

### Objectives of The Study

1. To study the significance of emotional quotient and talent engagement in higher education.
2. To critically measure the perceptions of newly appointed assistant professors about emotional quotient
3. To suggest certain measures which can adopted by higher educational institutions to improve the talent engagement practices and emotional quotient at work place.

### RESEARCH METHODOLOGY ADOPTED

Sr. No	Research Components	Description
1	Type Of Research	Exploratory Research
2	Data Collection	Primary and Secondary Method
3	Research Approach	Survey Study Method
4	Research Instrument	Structured Questionnaire
5	Sampling Units	Newly Appointed Assistant Professors in Conventional Institutions
6	Sampling Size	12
7	Type Of Sampling	Non Probability Sampling (Judgment Sampling)
8	Location Of The Study	Solapur City
9	Duration Of The Study	1 <sup>st</sup> January 2022– 30 <sup>th</sup> January 2022
10	Data Analytical Tools	Likert Rank Scale, Tables and Graphs

### 5. RESULTS AND DISCUSSION

The following table showing the average of rating and dimensions of emotional quotient

12 QUESTIONS	RATING	FULL SCORE	DIMENSIONS
I know what is expected of me at work.	4	5	Accountability
I have the materials & equipment to do my work right.	3	5	Support
At work, I have the opportunity to do what I do best every day.	2	5	Achievement
In the last month, I have received recognition or admire for doing good work.	3	5	Performance Reward

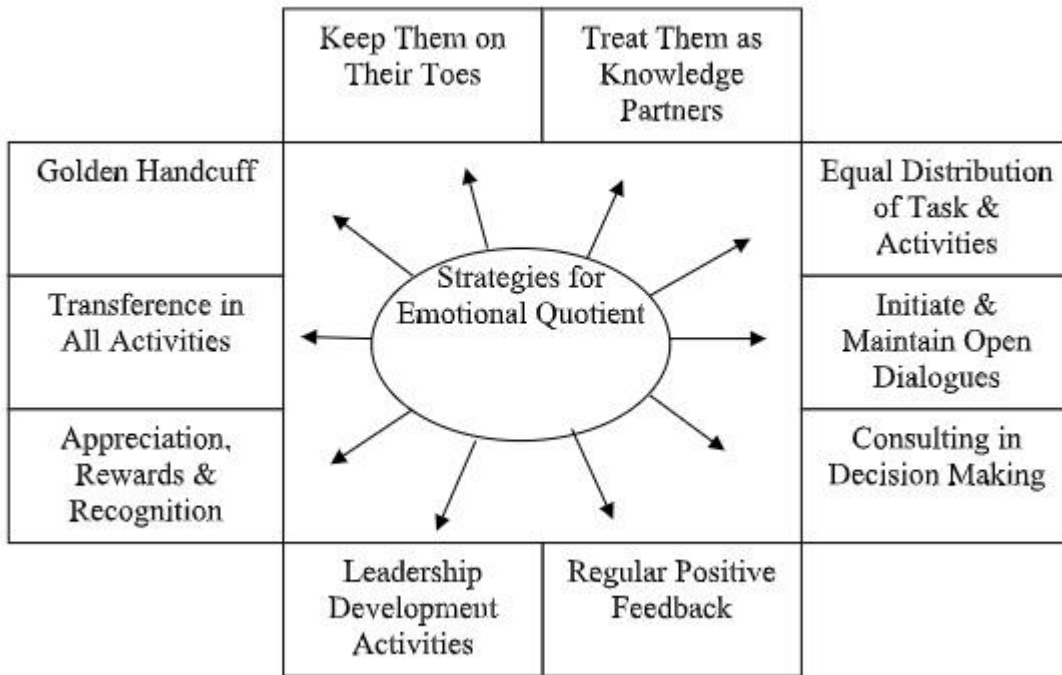
My supervisor, or someone at work, seems to care about me as a person.	3	5	Team
There is someone at work who encourages my skills development.	2	5	Development
At work, my opinions seem to count.	2	5	consideration
The mission or purpose of my organization makes me feel my job is important	3	5	Alignment
My associates or fellow employees are committed to doing quality work.	3	5	Commitment
I have a best friend at work.	2	5	Teams
In the last six months, someone at work has talked to me about my process.	2	5	Performance
Last year, I had opportunities to learn and grow.	3	5	Growth
<b>Average</b>	<b>2.66</b>	<b>5</b>	<b>Emotional Quotient</b>

### Conclusion

Emotional quotient is a key of organization success. High level of talent in colleges and institutes can be considered as one of fundamental instruments of human resource management which can be engaged by different ways like friendly work together, effective communication among all and consulting each others, trust, respect, and emotional connection with colleagues. Emotional quotient requires strong leadership to build confidence in employees robust and employees friendly system, processes and program communication, including periodically sharing of future plans of the organization, opens fair and transparent work environment, defined goals and expectations, better support from colleagues and higher authorities, rewards and recognition for good performance, continuous appreciation and fun at work place.

As the emotional quotient human resource goes the extra mile beyond the basic job responsibility and is associated with actions that drive the business that puts in his maximum skill and talent in accomplishing common goal. Therefore, it becomes mandatory for organization to focus on talented talents through emotional quotient, so that they can be utilized maximum in favor of the organization instead of focusing on talents who are unable to put in their maximum.

**Recommendations and Suggestions**



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