

An Empirical Study on How Human Resource Managers use Emotional Intelligence in Recruitment Process with Reference to Coimbatore City

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ABSTRACT

Every manager wishes to recruit candidates who are both people fit and job fit for the organization. The selected candidates need to work in a dynamic environment, adapt himself or herself to an organization's policies, procedures, ethical code of conduct and behavior, this is vitally essential as the selected candidates need to align personal goals with strategic objectives of the management. Modern management theoretical frameworks suggest that if a selected individual has good ability to reason and solve problems it does not always help to increase productivity or meet the goals. There is a requirement to dig deeper to measure the success of the organization. To become successful companies, need to use an important component called Emotional Intelligence in recruitment. It is very important to have this component as the selected candidate needs to interact with people with different kinds of personality, handle conflicting situations, make a fruitful contribution to the team, influence others to get things done etc. If the selected candidates do not have the required abilities it becomes tough for the organization to achieve its productivity and at the same time, they may face difficulty in sustaining in the long run. Inculcating Emotional Intelligence in recruitment practice is a good return on investment concerning the selection and retention of employees. It involves assessing the personality traits and how it suits the organizational culture. This article provides a major emphasis on how HR managers use emotional intelligence in recruitment the important factors that help to assess emotional component in recruitment.

KEYWORDS: Emotional Intelligence, Recruitment, HRM

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I. INTRODUCTION

Emotional Intelligence term was coined by Peter Salovey and John D. Mayer in 1990 and defines EI as "**a form 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 action**". It refers to an

individuals ability to understand and manage emotions, communicate effectively, encounter conflicting situations and handle stress. Emotional intelligence molds a person's ability to develop cordial relations at the workplace and enables a path to make decisions which matters the most to an individual. There are four major attributes that describe EQ which is as follows.

Self-Management-A person is able to control feelings and behavior, manage emotions in a good manner, takes initiative to do tasks and adjust themselves to the changing environment.

Self awareness-Self-awareness involves understanding one's emotions and its implication on the thoughts and behavior of a person. It helps to identify strength, weakness and self-confidence portrayed by a person.

Social Awareness- Social awareness refers to being empathetic to others. The person values other's opinion, finds comfort in socializing, focus on team dynamics.

Relationship Management-The central focus of relationship management is to maintain congenial relations with colleagues. This concept may be extended to inspire and influence subordinates, good communication and conflict management.

EI is given vital importance in the process of recruitment because it helps to encounter and tackle the complex situation at a workplace, lead and motivate others as well as to develop a better emotion connect with people situated in the operating environment. Emotional intelligence is a guiding tool for individual, team and leadership development. In recruitment practice a candidate is assessed how he /she is emotionally compatible to the organization in terms of personality traits, relation with co-worker, workplace adaptability, capability to have a positive impact on another individuals life and highlights reasons for eliminating a candidate and understanding which is the highly required emotional intelligence quotient required in every organization.

II. LITERATURE REVIEW

Emotional Intelligence is a component which has a greater application across various domains. In a recruitment process many companies use IQ as a measure to test the skills of the candidate. Today various researches have been developed which highlights how Emotional Intelligence has become a vital component in the recruitment process.

- Olivier Serrat (2017) mentions that EI enables employees to be more successful and generate better productivity. I also helps to lower stress level where conflicts can be managed, ensuring stability, continued survival and bring in peace and harmony.
- Leah Davis (2019) emphasizes on the fact that the workplace environment has become diverse due to frequent changes in society. Rapid advancements in the workplace have led to a higher requirement of employees with great skills and who are adaptable to dynamic work culture.
- Mafuzah Mohamad (2016) research work highlights how emotional intelligence can be related to job performance. Management performance and emotional intelligence have a significant positive relation. Higher emotional intelligence can lead to the higher organizational performance of employees
- V. M. Menon and H. A. Rahulnath (2016) suggests establishing web-based application a system where performs functions like checking the eligibility of candidates and evaluating them as a part of the recruitment process. The candidates submit their online resume and furnish the details of their twitter account. The candidates are assessed based on their tweets to understand the emotional intelligence component. Based on their work it can be inferred that social media platform can be used to measure EI of a prospective candidate.
- Karimi (2019) gives useful insights into the effects of training and development in job performance. With the help of training and development there is a drastic improvement in EI scores of employees which has a greater emphasis on the well-being of the employees.
- R. D. Shaffer and Margaret A. Shaffer (2017) analytical research on Emotional Intelligence abilities performance and workplace performance suggest that agreeableness and consciences have a significant effect on performance. Team players have the capability to perform better compared to other employees.
- Keri A (2017) reveals that it is possible to predict job performance in social jobs by providing a major focus on other's emotions. This research also reveals that appraising the emotions of two persons (other and self), and appraising others' emotions was more effective when one's own emotions were also used or regulated.
- Pouria Khosravi (2020) states that Emotional intelligence has a negative association with relationship, task and process conflict. EI has a positive impact on large construction project performance. It is mandatory to have the training and developmental programs to achieve higher organizational performance.
- HalitKeskin (2016) emphasizes how cyber bullying affects employee performance and how emotional intelligence helps to overcome the challenges faced due to cyber bullying. Cyber

bullying affects the physical and emotional wellbeing of an individual.

- Joseph C.Rode (2017) seeks to determine the fact that emotional intelligence has an impact on salary as employees with good interpersonal and leadership skills are proven to perform better that leads to financial and career success.

III. OBJECTIVES OF THE STUDY

- To understand how emotional intelligence plays a major role in the recruitment process.
- To understand major factors that influence EI in recruitment and its importance in the workplace adaptability.
- To determine the frequency of using Emotional intelligence in recruitment and identify major reasons for not selecting a candidate.
- To test the relationship between candidates' openness to new trends and their ability to build relations.

IV. RESEARCH METHODOLOGY

- **Research Design:** This is empirical research that seeks to determine how HR managers use emotional intelligence component in the recruitment process.
- **Population:** The population selected for the research is finite in nature.
- **Sampling Technique:** The sampling technique adopted is stratified sampling as the respondents consist of selected HR managers in Coimbatore city.
- **Sample Size:** The sample size chosen is 30
- **Method Of Data Collection:** The data is collected through the primary method of data collection
- **Tools Used for Data Collection:** Questionnaire was prepared and sent to HR managers residing in Coimbatore.

V. ANALYSIS OF COLLECTED DATA

1. Assessing Personality

Factors	Rank	Rank	Rank	Total	Rank
	1	2	3		
Values that inspire the candidate	16	12	2	74	1
Ability to build relations	10	15	5	65	2
Candidate's choice reveals something about what they think is acceptable behavior	4	3	23	41	3

2. Keeping in Touch With Current Co-Workers

Factor	No of Respondents	Percentage
Yes	29	96.7%
No	1	3.3%
Total	30	100

3. A most important reason for candidates to keep in touch with their current co-workers

Factor	No of Respondents	Percentage
Ability to understand the work environment	10	33.3%
To understand social skills	6	20%
To understand how satisfied they are to work in the organization	3	10%
To understand how satisfied they are to work in the organization	10	33.3%
Not necessary	1	3.3%
Total	30	100%

4. Recruitment of a candidate who has encountered an angry situation at his previous workplace

Factor	No of Respondents	Percentage
Strongly Agree	6	20%
Agree	12	40%
Neutral	9	30%
Disagree	3	10%
Strongly Disagree	0	0
Total	30	100%

5. Candidate with the highest number of professional achievements will definitely bring the company to the top position

Factor	No of Respondents	Percentage
Strongly Agree	14	46.7%
Agree	5	16.7%
Neutral	8	26.7%
Disagree	3	10%
Strongly Disagree	0	0
Total	30	100%

6. The primary reason for understanding strengths and weakness is to assess communication skills.

Factor	No of Respondents	Percentage
Completely Correct	10	33.3%
Partially Correct	11	36.7%
Neither Correct nor Incorrect	3	10%
Partially Incorrect	2	6.7%
Completely Incorrect	4	13.3%
Total	30	100%

7. Selected candidates based on Emotional Intelligence always has a positive impact on other's life

Factor	No of Respondents	Percentage
Always	15	50%
Sometime	13	43.3%
Rarely	2	6.7%

8. Frequency Of Emotional Intelligence Component in the recruitment process

Factor	No of Respondents	Percentage
Always	15	50%
Sometime	13	43.3%
Rarely	2	6.7%
Total	30	100%

9. Qualities required by the candidate in order to work in changing situations at workplace.

Factors	Rank 1	Rank 2	Rank 3	Rank 4	Total	Rank
Open to new trends	16	7	4	3	96	1
Effective Problem-Solving and negotiation Skills	3	15	8	4	47	2
Adjusting to situation and capability to sustain work pressure	5	6	9	10	16	3
Effective Communication and coordination in timely completion of project	6	2	9	13	6	4

10. Reasons for not selecting a candidate.

Factors	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6	Total	Rank
Critical about their ex-colleagues/bosses/company	10	2	3	3	3	9	106	1
Bad Social Skills	7	5	3	5	5	5	79	2
No Conversation relating to teamwork	3	2	6	9	7	3	39	3
No interest outside of work	1	5	7	6	8	3	20	5
Poor Communication	4	14	6	1	3	2	22	4
Poor Grooming	5	2	5	6	4	8	5	6

11. Highly Required Emotional Intelligence Component.

Factor	No of Respondents	Percentage
Self Awareness and Self Regulation	5	16.7%
Team Work or Maintaining Cordial Relation	14	46.7%
Self Motivation	4	13.3%
Empathy	2	6.7%
Social Skills	5	16.7%
Total	30	100%

12. Relationship between Candidates Openness New Trends and Ability to Build Relations

- **Objective:** In order to determine if any relationship exists between openness to new trends and the ability to build relations using correlation in IBM SPSS Software.
- **Important Factors:** Openness To New Trends (Independent Variable) and Ability to Build Relations (Dependent Variable)

Correlations

		Openness To New Trend	Ability to Build Relations
Openness To New Trends	Pearson Correlation	1	-.003
	Sig. (2-tailed)		.986
	N	30	30
Ability to build relations	Pearson Correlation	-.003	1
	Sig. (2-tailed)	.986	
	N	30	30

Result: There is a negative relation between openness to new trends and ability to build relations

VI. KEY FINDINGS

- HR managers assess the candidate's personality to determine the values that inspire the candidate.
- There is only one respondent who feels it is not important for the candidate to keep in touch with current co-workers while remaining respondents agree with the statement.
- The most important reasons for candidates to keep in touch with their current co-workers are the ability to understand the work environment and understand skills and areas in which candidates need support.
- Most of the respondents agree that absolutely acceptable to recruit a candidate who has encountered an angry situation at his previous workplace.
- HR managers strongly agree that candidate with the highest number of professional achievements will definitely bring the company to the top position.
- The respondents partially agree to the fact that the primary reason for understanding the strengths and weakness of a candidate is to assess the communication skills
- Majority of the HR managers feel that selected candidates based on Emotional Intelligence always have a positive impact on other's life.
- Majority of the HR managers always use Emotional Intelligence in the recruitment process.
- Openness to new trends is the most important quality required by the candidate in order to work in changing situations at workplace.
- A candidate mainly eliminated from the recruitment process as he/she is Critical about their ex-colleagues/boss/company

- Team Work or Maintaining Cordial Relation is the highly required EI component in the recruitment process in Coimbatore

VII. SUGGESTIONS

From the research, the HR managers have given suggestions on what are the requirements needed in today's industry so that the employees perform better

- More commitment and dedication to work are essential for working in a dynamic environment.
- Effective training and development programs can improve the Emotional Intelligence of candidates.
- Happy committed employees should have a sense of belonging to the company.
- Emotional Intelligence helps to grow personally as well as professionally. It helps the organization to make the employees happy and successful.

VIII. CONCLUSION

This study provides an overview of the implications of emotional intelligence in recruitment which is a major area which human resource managers focus on. The level of emotional intelligence required by different job roles varies depending on the nature of work. An employee is successful when he is a team player as they have a higher capability to adjust to working situations. This research can be extended to further by understanding the variation in requirements of emotional intelligence in a different industry.

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