

CHAPTER FOUR

RESULTS

In this study of emotional intelligence of employees with different jobs in an organization, the researcher distributed a total of 140 sets of questionnaires to the samples, who were in four different departments - real estate and facilities, customer services, information technology, and human resources. There were only 80 sets of questionnaires returned, which was around 57% of the total.

This study used the Statistical Package for the Social Sciences (SPSS) Version 15.0 for Window to analyze the collected data: frequency, percentage, summation, mean, and standard deviation.

The research results are revealed by categorizing them into three parts:

4.1 Demographic information

4.2 Measurement of emotional intelligence

4.3 Emotional intelligence aspects the respondents want to develop

4.1 DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

Table 3. Gender

Gender	Frequency	Percent
Male	23	28.8
Female	57	71.3
Total	80	100.0

Table 3 shows that the majority of the respondents were female which is 71.3%, whereas male were 28.8%

Table 4. Age

Age	Mean	Std. Deviation
Age	27.77	4.779

As shown in table 4, the average age of the respondents was 27.77 years.

Table 5. Education

Education	Frequency	Percent
Diploma	2	2.5
Bachelor's Degree	49	61.3
Master's Degree	25	31.3
Others	4	5.0
Total	80	100.0

In table 5, the results revealed that 61.3% of respondents obtained a Bachelor's Degree. 31.3% got a Master's Degree, followed by 5% with other education level and 2% with a Diploma.

Table 6. Work Experience

Work experience	Frequency	Percent
Less than 1 year	11	13.8
1-5 years	52	65.0
6-10 years	13	16.3
11-15 years	4	5.0
Total	80	100.0

The work experience of most respondents or 65% were between 1-5 years. 16.3% of respondents had 6-10 years of work experience. 13.8% were working for less than one year, and only 5% were working for 11-15 years.

Table 7. Position

Position	Frequency	Percent
Analysts	60	75.0
Supervisors	7	8.8
Managers	1	1.3

(table continues)

Table 7. (continued)

Position	Frequency	Percent
Others	12	15.0
Total	80	100.0

Table 7 presents the positions of the respondents in that 75% of the respondents were analysts. 15 % had other positions. 8.8% were supervisors, and 1.3% were managers.

Table 8. Department

Department	Frequency	Percent
Real Estate and Facilities	18	22.5
Customer Services	18	22.5
Information Technology	18	22.5
Human Resources	26	32.5
Total	80	100.0

As shown in table 8, the respondents were in 4 departments. Most of the respondents or 32.5% were in the Human Resources department. The rest of them were in Real Estate and Facilities, Customer Services, and Information Technology departments. They were 22.5% for each department.

4.2 MEASUREMENT OF EMOTIONAL INTELLIGENCE

Table 9. Degree of Emotional Intelligence in the Real Estate and Facilities Department

Function	Emotional Intelligence Aspect	Min.	Max.	Mean	Std. Deviation
Real Estate & Facilities	Self-control	14.00	19.00	16.56	1.62
	Empathy	13.00	18.00	15.44	1.54
	Responsibility	19.00	24.00	21.28	1.41
	Self-motivation	17.00	22.00	19.00	1.57
	Decision making	15.00	23.00	18.06	1.98

(table continues)

Table 9. (continued)

Function	Emotional Intelligence Aspect	Min.	Max.	Mean	Std. Deviation
Real Estate & Facilities	Social relationships	15.00	21.00	18.06	1.55
	Pride in oneself	8.00	16.00	12.06	2.10
	Self-satisfaction	18.00	23.00	20.06	1.59
	Peace of mind	13.00	24.00	19.00	3.58

The respondents in the Real Estate and Facilities department have average scores for each emotional intelligence aspect as follows (Table 9):

- The average score of self-control is at 16.56.
- The average score of empathy is at 15.44.
- The average score of responsibility is at 21.28.
- The average score of self-motivation is at 19.00.
- The average score of decision making and problem solving is at 18.06.
- The average score of social relationships is at 18.06.
- The average score of pride in oneself, self-esteem, or self-confidence is at 12.06.
- The average score of self-satisfaction, optimism, or sense of humor is at 20.06.
- The average score of peace of mind or relaxation is at 19.00.

Table 10. Degree of Emotional Intelligence in the Customer Services Department

Function	Emotional Intelligence Aspect	Min.	Max.	Mean	Std. Deviation
Customer Services	Self-control	13.00	18.00	16.00	1.71
	Empathy	11.00	19.00	15.28	2.27
	Responsibility	16.00	24.00	21.17	2.38
	Self-motivation	15.00	23.00	18.72	2.78
	Decision making	14.00	22.00	18.17	2.41
	Social relationships	13.00	21.00	18.39	2.40
	Pride in oneself	9.00	16.00	12.89	2.03
	Self-satisfaction	13.00	24.00	18.44	2.79
	Peace of mind	14.00	24.00	19.17	3.70

The respondents in Customer Services department have average scores for each emotional intelligence aspect as follows (Table 10):

- The average score of self-control is at 16.00.
- The average score of empathy is at 15.28.
- The average score of responsibility is at 21.17.
- The average score of self-motivation is at 18.72.
- The average score of decision making and problem solving is at 18.17.
- The average score of social relationships is at 18.39.
- The average score of pride in oneself, self-esteem, or self-confidence is at 12.89.
- The average score of self-satisfaction, optimism, or sense of humor is at 18.44.
- The average score of peace of mind or relaxation is at 19.17.

Table 11. Degree of Emotional Intelligence in the Information Technology Department

Function	Emotional Intelligence Aspect	Min.	Max.	Mean	Std. Deviation
Information Technology	Self-control	10.00	19.00	16.44	2.36
	Empathy	11.00	18.00	15.39	2.25
	Responsibility	14.00	24.00	20.67	2.50
	Self-motivation	12.00	23.00	19.00	3.03
	Decision making	12.00	23.00	18.00	3.25
	Social relationships	15.00	22.00	17.67	2.25
	Pride in oneself	10.00	16.00	12.78	1.77
	Self-satisfaction	14.00	24.00	19.44	3.15
	Peace of mind	12.00	24.00	19.44	3.80

The respondents in Information Technology department have average scores for each emotional intelligence aspect as follows (Table 11):

- The average score of self-control is at 16.44.
- The average score of empathy is at 15.39.
- The average score of responsibility is at 20.67.
- The average score of self-motivation is at 19.00.
- The average score of decision making and problem solving is at 18.00.

- The average score of social relationships is at 17.67.
- The average score of pride in oneself, self-esteem, or self-confidence is at 12.78.
- The average score of self-satisfaction, optimism, or sense of humor is at 19.44.
- The average score of peace of mind or relaxation is at 19.44.

Table 12. Degree of Emotional Intelligence in the Human Resources Department

Function	Emotional Intelligence Aspect	Min.	Max.	Mean	Std. Deviation
Human Resources	Self-control	13.00	20.00	17.35	1.79
	Empathy	13.00	19.00	16.46	1.55
	Responsibility	18.00	24.00	21.27	1.91
	Self-motivation	13.00	23.00	19.00	2.45
	Decision making	13.00	22.00	18.12	2.39
	Social relationships	10.00	22.00	18.04	3.21
	Pride in oneself	8.00	16.00	12.42	2.39
	Self-satisfaction	15.00	24.00	20.04	2.34
	Peace of mind	15.00	24.00	20.81	2.51

The respondents in Human Resources department have average scores for each emotional intelligence aspect as follows (Table 12):

- The average score of self-control is at 17.35.
- The average score of empathy is at 16.46.
- The average score of responsibility is at 21.27.
- The average score of self-motivation is at 19.00.
- The average score of decision making and problem solving is at 18.12.
- The average score of social relationships is at 18.04.
- The average score of pride in oneself, self-esteem, or self-confidence is at 12.42.
- The average score of self-satisfaction, optimism, or sense of humor is at 20.04.
- The average score of peace of mind or relaxation is at 20.81.

Table 13. Normal Score Range and Mean of the Emotional Intelligence of the Respondents

Emotional Intelligence Aspects	Normal Score Range	Mean			
		GRAF	CS	IT	HR
Self-control	14 – 18	16.56	16.00	16.44	17.35
Empathy	16 – 21	15.44	15.28	15.39	16.46
Responsibility	18 – 23	21.28	21.17	20.67	21.27
Self-motivation	16 – 22	19.00	18.72	19.00	19.00
Decision making	15 – 21	18.06	18.17	18.00	18.12
Social relationships	15 – 21	18.06	18.39	17.67	18.04
Pride in oneself	10 – 14	12.06	12.89	12.78	12.42
Self-satisfaction	16 – 22	20.06	18.44	19.44	20.04
Peace of mind	16 – 22	19.00	19.17	19.44	20.81

Table 13 shows a normal score range when compared to means of emotional intelligence aspects from four departments. It is shown the mean of each department do not have significant differences in each emotional intelligence aspect. Almost all of the mean scores are in the range of normal scores set by the Department of Mental Health, Ministry of Public Health, Thailand. Except for the aspect of ‘empathy’, the mean scores of three departments: Real Estate and Facilities, Information Technology, and Customer Services, are a bit lower than the normal score range. However, the difference is less than 1 point.

4.3 EMOTIONAL INTELLIGENCE ASPECTS THAT THE RESPONDENTS WANT TO DEVELOP

Table 14. Emotional Intelligence Aspects Respondents See as the Most Important for Their Jobs

EI Aspects	Departments							
	Real Estate & Facilities (18)		Customer Services (18)		Information Technology(18)		Human Resources(26)	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Goodness								
Self-control	1	5.56	1	5.56	4	22.22	3	11.54
Empathy	1	5.56	3	16.67	3	16.67	4	15.38
Responsibility	0	0.00	0	0.00	2	11.11	2	7.69
Being good at								
Self-motivation	5	27.78	1	5.56	0	0.00	2	7.69
Decision making	0	0.00	1	5.56	0	0.00	1	3.85
Social relationships	3	16.67	2	11.11	1	5.56	1	3.85
Happiness								
Pride in oneself	0	0.00	0	0.00	2	11.11	2	7.69
Self-satisfaction	0	0.00	1	5.56	1	5.56	2	7.69
Peace of mind	5	27.78	7	38.89	4	22.22	8	30.77

Table 14 presents the emotional intelligence aspects that respondents in each department see as the most important one for their jobs. In the Real Estate and Facilities department, the aspects which got the highest score are ‘self-motivation’ and ‘peace of mind’. 27.78% or 5 of the respondents gave the first priority to these two aspects. For the Customer Services respondents, they gave the highest score to ‘peace of mind’, that is 9 persons or 38.89% of respondents. Among respondents from the Information Technology department, there were two aspects receiving the highest score as the most important ones. They are ‘self-control’ and ‘peace of mind’. Four persons or 22.22% of the respondents were in account. In the last department, Human Resources, 8 employees or counted as 30.77% see ‘peace of mind’ as the most important emotional intelligence aspect for their jobs. According to this table,

respondents in every department perceive 'peace of mind' as the most important aspect for their careers.

Table 15. Emotional Intelligence Aspects Respondents Want to Develop Most

EI Aspects	Departments							
	Real Estate & Facilities (18)		Customer Services (18)		Information Technology(18)		Human Resources(26)	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Goodness								
Self-control	0	0.00	1	5.56	3	16.67	2	7.69
Empathy	3	16.67	1	5.56	3	16.67	8	30.77
Responsibility	3	16.67	3	16.67	2	11.11	3	11.54
Being good at								
Self-motivation	2	11.11	0	0.00	1	5.56	1	3.85
Decision making	0	0.00	2	11.11	1	5.56	0	0.00
Social relationships	2	11.11	1	5.56	3	16.67	1	3.85
Happiness								
Pride in oneself	0	0.00	3	16.67	0	0.00	2	7.69
Self-satisfaction	5	27.78	1	5.56	1	5.56	2	7.69
Peace of mind	2	11.11	4	22.22	3	16.67	6	23.08

In table 15, the emotional intelligence aspects that respondents in each department wanted to develop the most were reviewed. The respondents in the Real Estate and Facilities department thought that 'self-satisfaction' should be the emotional intelligence aspect to develop. 5 of them or 27.78% have that opinion. For Customer Services, 4 persons or 22.22% of respondents said 'peace of mind' should be developed most. Among the respondents from the Information Technology department, their answers varied in three aspects which are 'self-control', 'empathy', and 'peace of mind'. These aspects had the same number of respondents, which were 3 employees or 16.67%. For the Human Resources department, the emotional intelligence aspect that should be developed most is 'empathy', which was from 8 respondents or calculated as 30.77%.