

## **CHAPTER FIVE**

### **CONCLUSIONS, DISCUSSIONS, AND RECOMMENDATIONS**

This chapter describes the summary of the research, the summary of the findings, the discussion, the conclusions of the study, and the recommendations for further research.

#### **5.1 SUMMARY OF THE RESEARCH**

The main objective of this research was to measure the level of emotional intelligence of employees in various jobs. The sub-objectives were to find out the aspects of emotional intelligence that employees consider important for their jobs and those they want to develop most. The target population were employees of an international private company working in various departments. They were selected from 4 different departments which were Real Estate and Facilities, Customer Services, Information Technology, and Human Resources by using the accidental random sampling method. The subjects were a total of 80 employees, although 140 copies of questionnaires were distributed to the target group.

In this study, the instrument designed to explore the level of emotional intelligence of the respondents was a questionnaire consisting of 3 parts with closed-ended questions and the Likert scale as follows:

Part 1: The questionnaire asked for demographic information of the respondents, such as, gender, age, education, work experience, position, and department.

Part 2: The set of questions in this part was the emotional intelligence test constructed by the Department of Mental Health, Ministry of Public Health, Thailand. It consisted of 52 questions, or 3 main components (Goodness, Being good at, and Happiness).

Part 3: The respondents were asked for their opinions about which emotional intelligence aspects they consider the most important for their jobs and which of those aspects should be developed most.

After collecting all the questionnaires, the researcher used the Statistical Package for Social Sciences program (SPSS), version 15.0 to analyze the descriptive statistics looking for percentile, frequency, mean, and statistic deviation.

## **5.2 SUMMARY OF THE FINDINGS**

The results of the study can be summarized as follows:

### **5.2.1 Demographic Information of the Respondents**

The majority of the respondents were female (71.3%). The average age of the respondents was 27.7. Most of them obtained a Bachelor's Degree (61.3%). The work experience of most respondents or 65% were between 1-5 years. 75% of respondents were analysts. And human resources was the department most of the respondents worked in (32.5%).

### **5.2.2 Level of Emotional Intelligence of the Respondents**

The means of the self-control aspect among Real Estate and Facilities, Customer Services, Information Technology, and Human Resources respondents were 16.56, 16.00, 16.44, and 17.35 respectively. The normal score range of self-control was between 14 and 18. In the empathy aspect, the means of respondents' scores were 15.44, 15.28, 15.39, and 16.46. Empathy's normal score range was from 16 to 21. Although respondents from three departments got a lower score than the normal score range of empathy, the difference was less than 1 point. In the responsibility aspect, the means of Real Estate and Facilities, Customer Services, Information Technology, and Human Resources respondents' scores were 21.28, 21.17, 20.67, and 21.27. Responsibility's normal score range was between 18-23. In self-motivation, the means of respondents' scores were 19.00, 18.72, 19.00, and 19.00 which were all in the range of the normal score range (16-22). In the decision-making aspect, the means of respondents' scores were 18.06, 18.17, 18.00, and 18.12 which were all in the range of the normal score range of 15-21. In the social relationship aspect, the means of Real Estate and Facilities, Customer Services, Information Technology, and Human

Resources respondents were 18.06, 18.39, 17.67, and 18.04 respectively. Its normal score range was between 15 and 21. In the aspect of pride in oneself, the means of respondents' scores were 12.06, 12.89, 12.78, and 12.42 which were in the normal score range (10-14). In the self-satisfaction aspect, the means of respondents' scores were 20.06, 18.44, 19.44, and 20.04. Its normal score range was from 16 to 22. In the peace of mind aspect, the means of respondents' scores were 19.00, 19.17, 19.44, and 20.81. The normal score range of peace of mind was in between 16-22. From overall scores of each aspect, it can be concluded that most of the respondents had an emotional intelligence at the normal level.

### **5.2.3 Emotional Intelligence Aspects the Respondents Consider Important for their Jobs**

Among Real Estate and Facilities respondents, the emotional intelligence aspects they considered most important for their jobs were self-motivation and peace of mind (27.78% both). For Customer Services respondents, peace of mind (38.89%) was the emotional intelligence aspect they considered important. For respondents in the Information Technology department, self-control and peace of mind (22.22% both) were the most important aspects. For Human Resources respondents, they ranked peace of mind (30.77%) as the most important emotional intelligence aspect. In conclusion, the respondents from all the various departments perceived peace of mind as the most important.

### **5.2.4 Emotional Intelligence Aspects the Respondents Want to Develop Most**

The emotional intelligence aspect that Real Estate and Facilities respondents wanted to develop most was self-satisfaction (27.78%). Among Customer Services respondents, the aspect they would like to develop was peace of mind (22.22%). Among Information Technology respondents, there were 4 aspects ranked highest (16.67%), which were self-control, empathy, social relationship, and peace of mind.

For the respondents in Human Resources department, they thought empathy (30.77%) should be the emotional intelligence aspect needed to be developed most.

## **5.3 DISCUSSIONS**

### **5.3.1 Discussion on Emotional Intelligence Level of the Employees**

According to the study, the emotional intelligence level of the respondents was in the normal score range indicated by the Department of Mental Health, Ministry of Public Health, Thailand. All three components - 'Goodness', 'Being good at', and 'Happiness' of the emotional intelligence have a satisfactory score. This result can reflect the truth of this organization that employees have at least good basic qualities in their personal success and also in their career success. They can of course drive the organizations growth smoothly.

As mentioned by the Ministry of Public Health (กรมสุขภาพจิต, 2543, น. 71), people with good emotional intelligence will be successful in their careers. They will know how to deal with people, understand the emotions in oneself and others, be able to apply this with understanding and acceptance to real life, be creative and use initiative in their routine jobs, and be responsible in their tasks. All of these characteristics can be part of an organization's accomplishment.

### **5.3.2 Discussion on Emotional Intelligence Aspects Employees Need to Developed**

From the result, the respondents from all four departments had the same opinions that peace of mind or relaxation should be the most important emotional intelligence aspect for their jobs. This aspect is in the 'Happiness' component. Therefore, it can be assumed that the majority of employees consider happiness to be the essential factor in their careers.

However, there were some of the respondents who voted self-motivation and self-control as important aspects ones as well. They are in 'Being good at' and 'Goodness' components respectively. That means the emotional intelligence aspects

that employees thought were important vary in their different components. Happiness is the first priority, and the other two components have been prioritized lower.

When comparing them to the emotional intelligence aspects employees wanted to develop, the result was assumed to be aligned with those aspects ranked as important ones. But the consequences were unique. The results were quite diverse in each department. In Real Estate and Facilities and Customer Services departments, the self-satisfaction and peace of mind were desired to be developed. These two aspects are in the 'Happiness' component, which is still aligned with the results of important aspects. On the other hand, in the Information Technology department, the results were distributed to all three components with the same score. It seems that the respondents in IT function wanted to develop all components with a little more focus on 'Goodness'. Lastly, in the Human Resources department, the respondents ranked empathy with the highest score. That means 'Goodness' is the first priority among this department's respondents.

In conclusion, employees consider happiness to be the most important factor for their' jobs. But they want to develop various components, which are happiness, goodness, and being good at something. This conclusion supports the instruction of the Ministry of Public Health on how to develop emotional intelligence in workplaces (กรมสุขภาพจิต, 2543, น. 99). They state that employees should be instructed and learn to understand and accept the truth of emotional behavior in themselves and others', which includes self-confidence, trust, pride in oneself, rational thinking, social relationships, cooperation, listening to others, etc. That means employees should developed all aspects continuously.

## **5.4 CONCLUSIONS**

The following conclusions can be drawn from the discussion above:

5.4.1 The emotional intelligence level of employees in this organization is in the normal range. Although they have different jobs, their emotional intelligence level is the same. It is a good sign in an organization to have efficient employees to help drive the organization's growth.

5.4.2 The emotional intelligence aspects employees consider important for their jobs are in the 'Happiness' component. However, the employees want to develop all components - 'Happiness', 'Goodness', and 'Being good at' to apply to their working lives. This continuous self-development is needed in every organization.

## **5.5 RECOMMENDATIONS FOR FURTHER RESEARCH**

Based on the finding and conclusions of this study, recommendations are made for the further research as follows:

5.5.1 Due to the limited time period and distribution to different departments, only 80 questionnaires out of 140 pieces were returned. The number of subjects should be increased for a reliable outcome and more accurate results.

5.5.2 For further similar studies, a wider sampling group should be considered. Also it should be conducted for different jobs and organizations in order to find more significant results and a wider variety of outcomes.

5.5.3 As this study was conducted based on the emotional intelligence test constructed by the Department of Mental Health, Ministry of Public Health, Thailand, the scope of results are limited only to this test. There are also other interesting emotional intelligence tests which can be used; such as, the Multifactor Emotional Intelligence Scale (MEIS) and The Emotional EQ Test of Salovey and Caruso, the EQ test of John Cross, or the EQ test of Schrink. In addition, the Buddhist philosophy should be valuable for the study as well.