

ABSTRACT

Positive organizational behavior has promoted the idea of emotional intelligence in the rapidly changing corporate world. Tremendous evidence is available indicating strong relationship between emotional intelligence and work success in context of two competing EI models: the Trait based Model and the Ability based Model of Emotional Intelligence. This research was evolved from Trait Model of Emotional Intelligence, which takes emotional intelligence as a personality facet. In this study, sales, marketing and customer service officers (Male = 55, Females = 45) in cellular telecom organizations of Lahore were tested for managerial effectiveness in relation to their personality and emotional intelligence. 16 PF Questionnaire, an adapted version of Self Report Emotional Intelligence Test (SREIT) and Managerial Assessment Profile (MAP) were used to measure study variables. A few demographic variables: gender, age and job experience were also examined as predictors of EI and managerial effectiveness. As expected emotional intelligence was found to be related with personality variables, notably social boldness and emotional stability whereas apprehension had a significant negative relationship and tension had just no relationship with emotional intelligence, showing EI as a personality facet. Further, EI scores were strongly and directly related to managerial effectiveness (MAP) scores over and above personality factors. There were no gender differences on EI but it had a significant influence in predicting managerial effectiveness along with social boldness and EI. Path analysis revealed emotional intelligence as a mediating variable between emotional stability trait and managerial effectiveness, the same was true for Job-experience and age, whereas EI and managerial effectiveness was mediated by social boldness. EI depicted greater total causal effect on managerial effectiveness followed by emotional stability. The findings of the present study fully supported the trait based notion of EI. The implications of the present study were discussed in the context of newly emerging and rapidly expanding Cellular Telecom industry in Pakistan.