

A Study on Impact of Emotional Intelligence on the Performance of the Employees

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ABSTRACT

Emotional intelligence is increasingly relevant and important in developing people and organisational development, because the emotional quotient principles provide a new way to assess and understand individuals' behaviors, attitudes, management styles, interpersonal skills, and potential. Scholars tend to view emotional intelligence as a factor or element which has a potential and ability to contribute to more positive behaviors, attitudes, emotional intelligence can be conceptualized as either ability or a personality. There is a lack of evidence to show the impact of emotional intelligence on the employees performance. So this study aims to analyze the impact of emotional intelligence on the performance of the employee in auto-component firms. The study collected the data from 180 respondents as sample size. And the study was conducted in auto component firms. A well-structured close ended interview schedule became the basic data collection tool for collection of primary data. The secondary data are collected from books, journals, magazines, research works. It is found that Emotional intelligence adds meaningful value to job satisfaction and it has great impact on employees performance in an organization.

1. Introduction

In an era of shifting paradigms, one of the world's fastest growing emerging economies, such as India, should be able to develop its human resources as a source of competitive advantage. In order to develop and enhance workforce capabilities and to successfully compete in the 21st Century, organizations have to embark on future oriented human resources strategies. It could be argued that the individual competencies of the workforce in any organization would determine its overall success. This success, among other things, may be attributed to the socio-behavioural characteristics and adjustments these individuals have to make in their job-role and position power to gain common ground in any organizational setting. Therefore the concept of Emotional Intelligence (EI) is playing a vital role in every organization which describes the ability, capacity, skill or, in the case of the trait EI model, a self-perceived ability, to identify, assess, and manage the emotions of one's self, of others, and of groups.

Any growing and prosperous organization needs to retain good employees, particularly those with the competencies that are important in the high-tech economy. A Gallup Organization study of two million employees at seven hundred companies found that duration of stay of an employee in a company and his productivity would be determined by his relationship with his immediate supervisor. In another study by Spherion, a staffing and consulting firm in Fort Lauderdale, Florida, and Lou Harris Associates, it was found that only 11 percent of the employees who ranked their bosses as excellent were likely to look for another job, however, 40 percent of those who ranked their bosses as poor wanted to leave. In other words, people who have good relation with boss are four times less likely to leave than are those who have poor relationship.

The greatest challenges that the organizations face today incorporate (Cherniss, 2001):

- Coping with massive, rapid change.

- Employees need to be more creative in order to drive innovation.
- Managing huge amounts of information.
- Enhancing customer loyalty.
- Employees need to be more motivated and committed.
- Need for collaborative effort.
- The organization needs to make better use of the special talents available in a diverse workforce.
- The organization needs to identify potential leaders in its ranks and prepare them to move up.
- The organization needs to identify and recruit top talent.
- The organization needs to make good decisions about new markets, products, and strategic alliances.
- The organization needs to prepare employees for overseas assignments.

Many concerns today confront work organizations, both public and private sectors. Since the majority of these concerns involve people in different roles, emotional intelligence must become a determining factor for their effective management. And in virtually every case, emotional intelligence must play an important role in handling the concern. For instance, while dealing with the process of change in an organization a lot of emotions get generated which may range from very positive to very negative. This requires ability on the part of both the employer and the employees to perceive and understand the emotional impact of change on self and others. To be effective in helping their organizations, leaders should be aware of and manage feelings of anxiety should manage the change and uncertainty of their employees. They also should be able to appreciate the emotional reactions of other employees and help them to cope up with change. Besides the leader, the other members of the organization should be also able to monitor and manage their own emotional reaction as well as of their colleagues.

Ultimately, it is these social and emotional competencies that one should need to identify and measure, if one wants to be able to predict performance at workplace resulting in its effectiveness.

2. Research Methodology

Sarboland (2012), studied the relationship between EI and OC of employees in the tax affairs offices in Ardebil province of Iran and proved a significant affiliation between EI dimensions (self-awareness, self-management, social awareness, and relationship management) and OC but the strength of association various dimensions of OC varied.

Antony (2013), investigated the impact of EI on organizational commitment and OCB among employees working at FCI OEN Connectors, Cochin, Kerela. The findings prove a positive relationship between emotional intelligence, organizational commitment and organization commitment behavior. The study recommended that a moderate level of emotional intelligence is vital for better commitment towards one's organization and to go an extra mile in performing one's duties

Kahtani (2013), this concept paper sheds light on the definition and measurement of emotional intelligence, the different dimensions of EI, and the impact of EI on employees' performance. This concept paper proposes a theoretical framework that can be used by the higher education institutions in the Kingdom of Saudi Arabia.

Narayan .T and Narashiman .K (2014) research paper aimed to assess the impact of emotional intelligence on work performance .The study suggested that in order to improve administrative performance and practices it is necessary to develop Emotional Intelligence competencies in persons.

Vratskikh et.al., (2016) the research found that Emotional Intelligence is positively correlated with job performance and job satisfaction. The findings of this study also confirm the mediatory role of job satisfaction in relationship between Emotional Intelligence and job performance

Deshwal (2016) research study attempted to determine the influence of Emotional Intelligence on Organisational Performance. The findings study stated that emotional intelligence improves with age, education and experience. The study also stated that awareness of emotions has a greater impact on employee performance.

Objectives of the Study

To draw brief understanding on the demographic and job status and level of awareness of employees working in auto-component manufacturing firms.

To measure the employees perception on the impact of their emotional intelligent quotient on their work performances.

3. Research Methodology

3.1 Type of Research

The current study is both explorative and descriptive in nature. Explorative research form part of desk work carried for collection of review of literature. Filed survey form part of descriptive study, it is a fact finding investigation with adequate interpretation.

3.2 Data collection Method

The data base of the study consists of both primary and secondary data that have helped the researcher in systematic frame work of the study. A well-structured close ended interview schedule became the basic data collection tool for collection of primary data. The study is pertaining to analyze the major in auto-component manufacturing companies operating in Coimbatore city. The secondary data are collected from books, journals, magazines, research works and from auto-component manufacturer related web-sites

3.3 Statistical Tools used

The following tools have been applied in the study: Weighted Arithmetic mean, One way Anova, Multiple Regressions

4. Data Analysis

Descriptive Statistics

Table:1 DEMOGRAPHIC AND JOB STATUS AND LEVEL OF AWARENESS TOWARDS EMOTIONAL INTELLIGENCE QUOTIENTS

Variables	I have strong senses of realising personal emotions (N:90)		I can moderately understand my personal emotions (N:72)		I'm emotion very weak (Can be moved by the situations) (N:18)	
	Mean	SD	Mean	SD	Mean	SD
Gender	1.53	0.50	1.67	0.47	2.00	0.00
Marital Status	1.47	0.50	1.33	0.47	1.33	0.49
Educational Qualification	3.67	0.60	3.33	0.47	3.33	0.97
Experience	2.53	1.21	2.17	1.22	2.00	0.84
Designation	4.19	2.53	4.22	2.52	4.17	257
Grade	3.16	1.68	3.22	1.65	3.11	1.75
Income	2.27	0.86	1.58	0.87	2.00	0.84

Level of Significance: 5 per cent

The table represents that the variables like gender, marital status, educational qualification, experience, designation, grade and income have been segregated into three disciplines ('I have strong senses of realizing personal emotions, I can

moderately understand my personal emotions and I'm emotion very weak (Can be moved by the situations)'.

Based on the above topic I have strong senses of realizing personal emotions, certain variables have been calculated on

using mean value. In connection with that the highest mean value stands for designation i.e (4.19), the mean value 3.67 stands for educational qualification, 3.16 stands for Grade, 2.53 stands for experience. 2.27 stands for income, 1.53 stands for gender, and the last 1.4 stands for marital status.

Regarding the topic, "I can moderately understand my personal emotions" the variables like gender, marital status, educational qualification, experience, designation, grade and income have been categorized on using the mean value. In that case, the highest mean value stands for designation i.e (4.22), the mean value 3.33 stands for educational qualification, 3.22 stands for Grade, 2.17 stands for

experience. 1.67 stands for gender, 1.58 stands for income, and 1.33 stands for marital status.

Regarding the topic, "I'm emotion very weak (Can be moved by the situations)" the variables like gender, marital status, educational qualification, experience, designation, grade and income have been categorized on using the mean value. In that case, the highest mean value stands for designation i.e (4.17), the mean value 3.33 stands for educational qualification, 3.11 stands for Grade, 2.00 stands for experience. 2.00 stands for gender, 2.00 stand for income, and 1.33 stands for marital status.

**Table:2 Employees Awareness about Emotional Intelligence and its Impact on Work Performances
EMPLOYEES LEVEL OF AWARENESS ON PERSONAL EMOTIONAL INTELLIGENCES STATUS**

Sl. No	Level of Awareness	No. of Respondents	Percentage
1.	I have strong senses of realising personal emotions	90	50.00
2.	I can moderately understand my personal emotions	72	40.00
3.	I'm emotion very weak (Can be moved by the situations)	18	10.00
	Total	180	100

Inference :

Thus it has been founded that 50 per cent of the respondents have strong sense of realisation of personal emotions.

**Table:3 RESULT OF ANOVA
ASSOCIATION BETWEEN DEMOGRAPHIC, JOB STATUS AND EMPLOYEES LEVEL OF AWARENESS TOWARDS EMOTIONAL INTELLIGENCE QUOTIENTS**

Variables	Source	Sum Square	of	DF	Mean Square	F	Sig
Gender	Between Groups	3.400		2	1.700	7.836	.001
	Within Groups	38.400		177	.217		
	Total	41.800		179	-		
Marital Status	Between Groups	.800		2	.400	1.670	.191
	Within Groups	42.400		177	.240		
	Total	43.200		179	-		
Educational Qualification	Between Groups	5.000		2	2.500	6.914	.001
	Within Groups	64.000		177	.362		
	Total	69.000		179	-		
Experience	Between Groups	7.600		2	3.800	2.708	.069
	Within Groups	248.400		177	1.403		
	Total	256.000		179	-		
Designation	Between Groups	.067		2	.033	0.005	.995
	Within Groups	1132.733		177	6.400		
	Total	1132.800		179	-		
Grade	Between Groups	.267		2	.133	0.048	.953
	Within Groups	494.044		177	2.791		
	Total	494.311		179	-		
Income	Between Groups	18.700		2	9.350	12.624	.000
	Within Groups	131.100		177	.741		
	Total	149.800		179	-		

Level of Significance: 5 per cent

From the above table, it has been inferred that the probability value of ANOVA at 5 per cent level does not establish good relationship between the variables tested. Therefore, the hypothesis framed stands rejected and it is concluded that the demographic and job status of the

employees working in auto-component manufacturing firms significantly influence their level of awareness about their emotional intelligence quotients, except in the case of gender, educational qualification and income.

Table 4: Employees Perception on their Emotional Intelligence Quotient
ASSOCIATION BETWEEN EMPLOYEES LEVEL OF PERCEPTION TOWARDS EMOTIONAL INTELLIGENCE QUOTIENT AND BEST USE OF EMOTIONAL INTELLIGENCES

R	R ²	Adjusted R ²	SE	F Value	Sig
.831	.691	.659	.736	21.324	.222

Level of Significance: 5 per cent

It has been revealed from the above econometric analysis that F ratio (21.324) is statistically significant at 5 per cent level. This indicates the entire regression is significant, it establishes 83.10 per cent relationship between the variables tested. From the above table it is seen that the coefficient of correlation (R) value .831 which describe good relationship between the variables and the coefficient of determinant (R²) .691 value establishes significant association between the 33 variables tested. Therefore, the hypothesis framed stands accepted and it has been concluded that there exists close association between employees' level of perception on their Emotional Intelligence Quotient and their opinion on the occasion where they can best use their emotional intelligences.

5. Conclusion

Emotional intelligence adds meaningful value to employees' performance and job satisfaction in an organization. The new management theory is different from the classical management theory which states that there is a huge influence of social interaction on individuals in the design of work. The general view is that if emotion is recognised as an

important element of leadership, motivation, and group dynamics the effectiveness of the organizations could be improved. This empirical study observed that majority of the respondents believe that they are encourage them self for accomplishment of their job and they are well aware of self's emotion. The study also found that 50 per cent of the sample employees use their emotions effectively for the success of their team. The study inferred that 66.67 per cent of the sample employees working auto-component manufacturing firms across Coimbatore region have expressed a high degree of satisfaction towards their job.

The study concludes by stating that emotional intelligence is essential factor responsible for determining success in life and psychological wellbeing seems to play an important role in shaping the interaction between managers and employees in their work environment. For any successful and growing organization understanding employees' emotional intelligence is crucial factor for organization's performance and growth and plays an important role in performance of today's competitive organizations setups.

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