



## **A STUDY ON THE LINKAGE BETWEEN EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE OF SOFTWARE PROFESSIONALS IN TAMILNADU**

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**Cite This Article:** B. Rajkumar, "A Study on the Linkage between Emotional Intelligence and Job Performance of Software Professionals in Tamilnadu", International Journal of Interdisciplinary Research in Arts and Humanities, Volume 3, Issue 1, Page Number 81-85, 2018.

### **Abstract:**

Emotional intelligence (EI), a recent construct which predicts various performance and leadership traits helps companies to deploy quality work force. Emotional Intelligence (EI) has emerged as a theme of widespread interest in psychological research in recent years. It affects the day-to-day life of everyone. EI is the ability to recognize our own potential as well manages everything as per situation. At work place, emotions are mainly based on two prospectors, namely, sociological and psychological. Many companies have found that people with EI showed increased performance, enhanced motivation, greater leadership skills, better ability to work as a team, and high discipline.

Higher productivity expectations from employers on one side and the automation and international uncertainty of IT jobs on the other exerts pressure on the software professionals to deliver quality outcome with competing resources. In the present dynamic scientific and business environment, there is a corresponding rapid change in human life styles as it not only counts on the physical dimensions but also connects to emotional aspects as well. It has also become important to achieve corporate excellence as the future hinges on learning and performance of organization. The purpose of the study is to understand relationship between trait emotional intelligence and job performance of software professionals working in Tamil Nadu. The trait emotional intelligence and job performance of software professionals is measured using self-reporting scales and the relationship established. The TEI Que-SF and HPQ administered to collect data on trait EI factors viz. well-being, self-control, emotionality, sociability and self-reported job performance scores indicate that the predictor variables are significantly correlated and 61 percent of the variance in job performance of software professionals working in Tamil Nadu is explained by the model.

This paper highlights on the emotional intelligence of software professionals at three different dimensions. Initially, the background of the professionals and their personality traits have been examined since these are one of the important antecedents of emotional intelligence. It is followed by the measurement of the level of emotional intelligence and the various determinants of emotional intelligence. Finally, the linkage between the components of EI and the various outcomes of EI has been focused.

**Key Words:** Emotional Intelligence, Quality of Work Life, Burnout, Employee Performance & Personality Traits

### **Introduction:**

A recent development in globalization and increasing importance of information availability directs companies to seek new ways for better competition opportunities. Actually companies need employees who give more attention to customer satisfaction, can do teamwork, and can easily adapt to changing environment. Each of these competencies indicates that an Emotional Intelligence (EI) is based on competencies. Therefore, organizations rely more on competencies while building up their human resources (HR) applications, especially their training activities. At this point, it is important to identify the competencies, which must be possessed for every position and job. The importance of EI and their relation to performance lead organizations to develop and maintain emotional intelligence in their present employees (Emmerling and Goleman, 2003). Therefore, human resources (HR) departments use more emotional intelligence based applications. There are basically two ways to increase emotional intelligence in an organization.

- ✓ Hire people who are emotionally intelligent.
- ✓ Develop emotional intelligence of the current employees (Jacobs, 2001)

For both of the applications, organizations need to determine competency models for every position and job to describe the key competencies which are required for a certain job (Mc Lagan, 1980). These competency models can be either the organization itself or determined for every occupation groups such as sales, marketing, and HR. Due to the increasing importance of computing technology in the business world, IT executives who made important contributions to the competitive advantage of current businesses and officers who derived income to the business world are examined in order to contribute HR applications based on emotional intelligence by determining the emotional competency models.

### **Need of Emotional Intelligence in IT Sector:**

In this circumstances it is a prime responsibility for IT professionals to find a reachable solution as work life balance through emotional intelligence is concerned. Technical skills – which are imperative for IT

employees and those, are easy to learn, and it is easy to determine if someone has them. It isn't necessarily intelligence, either. Emotional intelligence does not and should not be thought of as a replacement or substitute for ability, knowledge or job skills as far as IT profession is concerned. Emotional intelligence - people skills - enhances the success of IT people; it does not guarantee it in the absence of suitable skills. Training in the skills and competencies of emotional intelligence will assist in developing one's self-awareness and emotional-awareness, leading to a change towards more adaptive attitudes and the augmentation of more positive perceptions of one's work-life balance among the professionals in IT industry

**Statement of the Problem:**

In the present dynamic scientific and business environment, there is a corresponding rapid change in human life styles as it not only counts on the physical dimensions but also connects to emotional aspects as well. It has also become important to achieve corporate excellence as the future hinges on learning and performance of organization. So, with the compelling changes in the business environment following the economic crisis, both social and personal competencies are extremely important for health and productive life at work and in other aspects of life too. There are incidents of growing emotional difficulties like anxiety regarding jobs, fear about something unknown, pervasive obsessions, obsessive disorder and rage, etc. With the right emotional intelligence skills, one can have control over these emotions and can be successful at workplaces. Life at workplace can be so much more enjoyable with this emotional intelligence. Emotional intelligence helps people to get more personal and professional relationships and progress further at work place. Apart from the above, the emotional intelligence is the ability to identify oneself and analyse and solve one's problems and enables one's own development. Usually, this ability is underutilized making people think less about themselves and start imagining problems mostly of one's own make. When people lack the outward focus, satisfaction of achieving the goals, they are prone to mental illness. Due to modernization and automization, jobs are becoming highly intellectual. Highly skilled jobs have increased the importance of humans, and to deal with them high EI is required.

**Sampling Procedure:**

The sample size of the present study is arbitrarily determined as 20 per cent of the total population of executives working at 11 (Wipro, Satyam computer services, Infosys technologies, IBM, Tata consultancy service, Cognizant tech solutions, HCL Ltd., Hewlett Packard, Patni computers, Polaris , Accenture ) IT companies in Tamil Nadu. It comes to 1755 executives. The stratified proportionate random sampling has been applied to select the sample from each IT company.

The response rate on the questionnaire among the executives varies from 43.90 per cent in Cognizant tech solutions to 33.33 per cent in 39.15 computer services. The overall response rate on the questionnaire was 39.15 per cent to the total of 1755. Hence the sample size included for the analysis came to 687 executives.

Tools employed

- ✓ T-test
- ✓ Two-group Discriminate Analysis
- ✓ One-way Analysis of Variance

**Data Analysis and Interpretation:**

Emotional competencies are thought to be important for social interaction and career achievement because emotions serve communicative and social functions, conveying information about people's thoughts and intentions and coordinating social encounters (Keltner and Haidt, 2001). (Baron, 2000); (Mayer and Salovey, 1997) focused on emotion related competencies that can be accessed through performance based tests. The emotional intelligences are determined by so many psychological variables (Izard, 2001); Parrott, (2002); (Zeidner et al., 2003). In the present study, the variables in the measurement of emotional intelligence are drawn from the previous studies. Similarly, the antecedents of emotional intelligence are also drawn from the above said previous studies. The present chapter focuses on the various determinants of the emotional intelligence and also the level of emotional intelligence among the executives. The included antecedents of emotional intelligence are coping skills, openness to experience, self efficiency and receptivity to feed back and emotional intelligence, self description inventory (EISDI). The components included to measure emotional intelligence among the executives are self awareness, social awareness and inter personal relationship, emotional management, change management, self motivation and social skills.

**Mean Score of Variables in Outcome of Emotional Intelligence:**

S.No	Variables	Mean Score Among		t – statistics
		Male	Female	
1	Helping others who have heavy work loads	3.8849	3.1785	2.9846*
2	Able to get along with others	3.7335	3.0411	2.8308*
3	Feeling the organizational problem as own problem	3.8182	3.2066	2.6647*
4	Satisfied with work	3.7939	3.0339	3.1082*
5	Liking this profession too much	3.8376	3.1033	2.9087*
6	Participative decision making	3.3665	3.1144	0.8148

7	Easy management of time for work and family	3.8007	3.2569	2.0917*
8	Completing tasks on time	3.6644	3.0455	2.1336*
9	Personal life goals are job oriented	3.7911	3.1332	2.2807*
10	Perfection in joint role	3.8084	3.0139	2.9918*
11	Feeling that part of the family 3	3.7665	3.1144	2.8037*
12	Quality of performance	3.9341	3.0557	3.1884*
13	Helping others who have been absent	3.8899	3.2942	2.3667*
14	Performance in extra role	3.7667	3.0551	2.2908*
15	No strain due to work and family	3.8143	3.1409	2.6644*
16	Higher involvement in my job	3.9209	3.2248	2.7331*
17	Experimentation in organization	3.7338	3.1887	2.5089*
18	Satisfied with monetary benefits	3.8441	3.2669	2.6026*
19	Proud to be a leader	3.7084	3.1044	2.4549*
20	Readiness to help other coworkers	3.7992	3.2667	2.1337*
21	Satisfied with job	3.8107	3.1609	2.5089*
22	Achievement of work goals	3.8496	3.0933	2.7908*
23	Satisfied with human relations at my organization	3.7508	3.1027	2.6163*
24	Risk taking in organization	3.8849	3.2664	2.4997*
25	Sharing work experience to enrich others	3.9137	3.0991	3.3666*
26	Effective in both work and family	3.8909	3.1279	2.8084*
27	Dedication to work and organization	3.7904	3.7533	0.2089
28	Interaction with external environment	3.8179	3.0914	2.9969*
29	Continuance in the organization is my pride	3.9204	3.1469	3.1667*
30	Satisfied with non – monetary benefits	3.8227	3.1807	2.8084*
31	Dialogue	3.9148	3.2554	2.7667*
32	I will be disturbed when I will leave from here	3.8609	3.0849	3.0776*

\*Significant at five per cent level.

The highly perceived outcome variable among the male executives is quality of performance and higher involvement of job since their mean scores are 3.9341 and 3.9209 respectively. Among the female executives, these two are ‘dedication to work and organization’ and ‘helping others who have been absent’ since their mean scores are 3.7553 and 3.2942 respectively. Regarding the perception on the outcome variables, the significant difference between the male and female executives has been noticed in 31 variables out of 32 outcome variables since their respective ‘t’ statistics are significant at five per cent level.

#### **Impact of EI on the Job Performance:**

The job performance among the executives may be influenced by the components of emotional intelligence among the executives. It is imperative to exhibit the relative importance of each components of EI on job performance among the executives for some policy implications. The included independent variables are the score of components of EI whereas the included dependent variable is score on job performance. The multiple regression analysis have been administered to examine the relative importance of EI on job performance among the male and female executives and also for pooled data. The results are presented in the table

#### **Impact of EI on Job Performance:**

S.No	EI Components	Regression Coefficient Among		
		Male	Female	Pooled data
1	Self awareness and self expression	0.1864*	0.1033	0.1542*
2	Social awareness and inter personal relationship	0.2073*	0.0996	0.1733*
3	Emotional management	0.1887*	0.1447*	0.1591*
4	Change management	0.0776	0.0883	0.0669
5	Self motivation	0.1044	0.1779*	0.1417*
6	Social skills	0.1176	0.0776	0.0938
7	Constant	0.8944	0.7032	0.9347
8	R <sup>2</sup>	0.8099	0.7644	0.8287
9	F – Statistics	9.3384*	8.7341*	10.3946*

\* Significant at five per cent level.

The significantly and positively influencing components of EI on job performance among the male executives are ‘self awareness and self expression’, ‘social awareness and inter personal relationship’ and ‘emotional management’ since their respective regression coefficients are significant at five per cent level. The changes in the EI explain the changes in job performance to the extent of 80.99 per cent. The most influencing

component of EI on job performance among the male executives is ‘social awareness and interpersonal relationship’ whereas among the female executives, this component of EI is ‘self motivation’ since their respective regression coefficients are 0.2073 & 0.1779 which are significant at five per cent level. The analysis of pooled data reveals that a unit increase in the level of ‘self awareness and self expression’, ‘social awareness and inter personal relationship’, ‘emotional management’ and ‘self motivation’ results in an increase in job performance by 0.1542, 0.1733, 0.1591 and 0.1417 units respectively. The changes in EI explain the changes in job performance to the extent of 82.87 per cent.

**Impact of EI on Job Satisfaction:**

S.No	EI Components	Regression coefficient among		
		Male	Female	Pooled data
1	Self awareness and self expression	0.0817	0.1918*	0.1416*
2	Social awareness and inter personal relationship	0.1669*	0.0449	0.0882
3	Emotional management	0.2014*	0.1635*	0.1731*
4	Change management	0.1047	0.0917	0.1022
5	Self motivation	0.1391*	0.1209*	0.1176
6	Social skills	0.0887	0.1431*	0.1034
7	Constant	0.8043	0.6991	0.8465
8	R <sup>2</sup>	0.7644	0.7064	0.8042
9	F – Statistics	8.3942*	7.0844*	9.4709*

\* Significant at five per cent level.

Among the male executives, the significantly and positively influencing components of EI on job satisfaction are ‘social awareness and interpersonal relationship’, ‘emotional management’ and ‘self motivation’. A unit increase in the above said components of EI results in an increase in job satisfaction by 0.1669, 0.2014 and 0.1391 units respectively. Among the female executives, a unit increase in ‘self awareness and self expression’, emotional management, change management and social skills result in an increase in job satisfaction by 0.1918, 0.1635, 0.1209 and 0.1431 units respectively. The changes in EI explain the changes in job satisfaction to a higher extent among the male executives than the female executives. The analysis of pooled data reveals the importance of ‘self awareness’ and ‘self expression’ and ‘emotional management’ in the determination of job satisfaction among the executives.

**Research Implications of the Study:**

- ✓ The present study reveals that the personality of the executives is closely associated with their level of emotional intelligence.
- ✓ The impact of EI components on the various outcomes of EI is higher among the male executives than among the female executives
- ✓ Among the male executives, the significantly and positively influencing EI factors on the continuance and career commitment are their self awareness and self expression, emotional management and self motivation whereas among the female executives, these EI factors are self awareness and self expression, emotional management, change management and self motivation.
- ✓ The changes in EI explain the changes in organizational citizenship behaviour to a higher extent among the male executives than among the female executives.
- ✓ The changes in EI explain the changes in work life balance to a higher extent among the male executives than among the female executives.
- ✓ The changes in EI factors explain the changes in altruistic behavior to a higher extent among the male executives than among the female executives.
- ✓ The changes in EI factors explain the changes in affective organizational commitment to a higher extent among male executives than among the female executives.

**Suggestions for Further Research:**

The emotional intelligence in organizational contexts may be studied in near future. There may be a separate study on the antecedents of emotional intelligence and also the measures to enrich the emotional intelligence among the employees in future. The direct and indirect impact of emotional intelligence on various outcomes through the moderating variable namely job satisfaction may be evaluated in future studies. The studies like demographic influences of EI, organizational benefits of EI, leadership and emotional intelligence, impact of EI on counterproductive behavior, ‘EI and relationship quality’ and ‘Human Resource Development and EI’ may be studied in near future

**Conclusion:**

The analysis between stress dimensions and emotional intelligence dimensions reveal that responsibility for persons and poor peer relations are not influencing. But all the dimensions of emotional intelligence are found to be influencing. The ten dimensions of emotional intelligence namely emotional self-awareness, assertiveness, self regard, empathy, interpersonal relationship, reality testing, problem solving, flexibility, stress tolerance and impulse control are having a negative relationship with the stress varieties. An

increase in emotional intelligence reduces the stress experienced by the software professionals. The results prove that emotional intelligence has an impact on the stress experienced. Many researches also proved that emotional intelligence can be developed. So, software companies can incorporate emotional intelligence as a part of stress management training modules

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