

A Study on Impact of Emotional Intelligence on Work Performance in It Industry in Chennai City

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Abstract

Emotional Intelligence is an effective tool for organizational success and an important element in organization for employee engagement and work performance. Emotional Intelligence helps managers to stay optimistic, enthusiastic, encourage and appreciate their employees to get higher degree of organizational success. This paper has the aim to examine the relationship between emotional intelligence and employee performance and ultimately its impact on organizational success. A structured questionnaire was given to employees to know the impact of emotional intelligence on employees performance by using four dimensions of EI i.e. self awareness, self management, social awareness, relationship management. The overall results conclude that emotional intelligence is a vibrant tool having strong significant impact on both employees and organizations performance. It is also considered as an important element in leadership to run any organization through effectively and efficiently.

1. Introduction

Every Human being have Emotions which can influence their behaviour at each stage of their life. For long time, it is seen that the studies concerning intelligence, emotions have not been taken into consideration..On the other hand the impact of emotions upon intelligence and behavior can be discussed with emerge of the term emotional intelligence. Emotional intelligence (EI) was conceptualized as a multidimensional construct, wherein emotional intelligence consists of —abilities such as being able to motivate one, regulate one's moods and keep distress from swamping the ability to think and to empathize. Further research in this area has indicated that an emotionally intelligent person is likely to be skilled in two key areas within one's emotional competence framework, namely :personal competencel – how one manages the self; and social competence - how one manages relationships.Emotional intelligence plays role in this matter by managing the employees' emotions understanding and collective skills. Self-consciousness refers to the potential of an individual to perceive his strengths, emotions, worth and capabilities.

Emotional Intelligence

Emotional Intelligence is a term created by two researchers – Peter Salavoy and John Mayer and popularised by Dan Goleman.According to them, Emotional Intelligence means –(i) Recognise, understand and manage our own emotions, (ii)Recognise ,understand and influence the emotions of

others. Emotional Intelligence has its source in the concept of social intelligence. Thorndike defined social intelligence as the ability to understand and manage men and women and to act sensibly in human relations. According to Gardner, social intelligence is comprised of a person's interpersonal and intrapersonal intelligences. Intrapersonal intelligence relates to one's intelligence in dealing with oneself, and is the ability to symbolize complex and highly differentiated sets of feelings. In contrast, interpersonal intelligence relates to an individual intelligence in dealing with others and is the ability to notice and make distinctions. Goleman adopted Salovey and Mayer's definition, and proposed that EI involves abilities that can be categorized as self-awareness, managing emotions, motivating oneself, empathy, and handling relationships. Emotional Intelligence (EI) has a set of interrelated skills concerning the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge. It also means the ability to regulate emotions to promote emotional and intellectual growth conceptualized Emotional Intelligence as composed of four distinct dimensions:

1. Appraisal and expression of emotion in the self [SEA].

This relates to the individual's capability to recognize deep emotions and be able to articulate these emotions as expected. People who have most ability in this area will provide and acknowledge their emotions before most people.

2. Appraisal and recognition of emotion in others [OEA].

This relates to individual's capacity to perceive and understand the emotions of those people around them since they are sensitive to the feelings and emotions of others.

3. Regulation of emotion in the self [ROE].

This relates to the capability of individuals to regulate their emotions, which enables a more rapid recovery from psychological distress.

4. Use of emotion to facilitate performance [UOE].

This relates to the capability of individuals to generate use of their emotions by directing them towards constructive activities and personal performance.

Concept of Emotional Intelligence

Various researchers and scientists worked on the very important trait like Emotional Intelligence. Goleman (1998) said that Emotional intelligence consists of four constituent's i.e. self awareness, self management, social awareness, relationship management. Sternberg (2009) describes that interpersonal and intrapersonal skills are unique and different known as 'Intelligence Quotient'. While Goleman (1998) explained that Emotional intelligence consist of four elements:

1. Self-Awareness
2. Self-Management
3. Social-Awareness
4. Relationship-Management

Dimensions of Emotional Intelligence

Emotional Intelligence consists of following components:

Dimensions of EI Core component of EI	Competencies	Competences Described
SELF AWARENESS	Emotional awareness Accurate Self-awareness Self confidence	Understanding emotions. Emotional knowledge: The ability to identify and comprehend. “Emotional chains” the transition of one emotion to another.
SELF MANAGEMENT	Emotional control Transparency Adaptability Initiative (self-development)	Using emotions: The ability to access an emotion and reason with it (use to assist thought and decisions).
SOCIAL AWARENESS	Consideration factors Empathy, service Organizational awareness	Identifying emotions: The ability to recognize one’s own feelings and the feelings of those around them.
RELATIONSHIP MANAGEMENT	Inspiration Initiating structure Change catalyst Conflict management	Managing emotions: The ability to self-regulate emotions and manage them in others.

Self-Awareness

Self-awareness is defined as to know one’s own emotions and feelings and encounter others emotions correctly according to the situation. It is the ability to know own strength and tracking the situation and using the intelligent ability. Self-awareness is about understanding own strength and weaknesses, keeping senses alert about the situation and response rightly. It is a vital factor in successful organizations. Self-awareness includes self-confidence, self-assessment and emotional intelligence. Self-awareness include handling own weaknesses and strengths and stays confident.

Self-Management

Self-management is controlling emotions and handling the situation. It relates with the resilience of accepting the change and creates innovation, consciousness and understands the responsibility of emotions. It is a learned behavior that comes with the learned values, roles and responsibilities.

Social Awareness

Social awareness understands people’s nature, perception, vision and thoughts and responds softly. It also includes customer wants and organizational policies. A social awareness is alert senses about the opportunities and be optimistic in every situation, take task initiatives, be committed and to reach the standards of excellence.

Relationship Management

Relationship management is defined as building friendly and smooth relations among all members of work. It starts from Top management then comes down towards all workers. Some components are

important in relationship management that consist of listening and behaving skills, Managing conflicts, building one to one relations, guiding employees and taking follow-up and influencing others.

Literature Review

Quang et al (2013) explained that Employee Engagement causes employee loyalty, responsibility, commitment, Improved work engagement among employees. Employee engagement causes e within the organization Emotional Intelligence to perceive accurately and respond other person emotional reaction accurately. Self motivation is to setting goals, stretching vision, fulfill commitment remain optimistic to achieve strategic goals. When managers are self motivated employees are self engaged. Self esteem is to consider other skills and abilities in a realistic way along with his shortcomings.

John and keyser (2013) described that Emotional intelligence was an integral part for achieving: self awareness, self management, social awareness, and relationship management. Soft skills were important along with Technical skills. Organizations that adopt Emotional Intelligence factors can create successful leadership organizations and develop successful interpersonal relations. People with High emotional intelligent create self-respect, remain calm, and build a strong bond of trustworthiness. It is an important factor to review the effectiveness, position, role of someone in professional life. Results showed that the highest appraisal rate and highest expression of emotions are in Emotionally intelligent employees and have highest rate of the job satisfaction with social skills.

Lazovic (2012) explored that the need of maximizing human capital by recruiting high level EI managers for any successful organization. Shahhoseni at el (2012) analyzed that trained officers, managers in organization improved with efficiency and effectiveness to meet organizational goals. Elizabeth (2011) explained Emotional Intelligence id dependent on basic three components i.e. 1. awareness of emotions 2. Management of emotions 3. psychological well being and Motivation also added that Emotional Intelligent managers must have self awareness of people, emotional intelligence and control of environment.

Nowack and kneth (2010) described that Emotional intelligence played a vital role in corporation success. Emotional intelligent managers influence employee commitment, retention, gratification and stress at work. High emotional intelligent managers are more competent at work then other managers.

Ramo (2009) explained the link between Emotional Intelligence and motives. Emotional competencies were tested and grouped into three levels: affiliation, power, achievement. This grouped work competency levels worked for the successful organizational challenges. It explained that work competency was analyzed by EI and motivation based literature. High level of Emotional intelligent competency promotes special skills that distinguishes average performer. Kulkarani et al (2009) described the Impact of Emotional intelligence in promotion of managers, supervisors. They examined the low level of EI in Managers and supervisors and their impact on employee performance.

Khasaneh at el (2007) explored that the organizations need employees with multi talented skills for their organization such as initiative skill, sympathy, leadership trait and most importantly EI skill that makes them successful in working corporations. Bulik (2005) concluded in human service jobs that training needs to enhance EI and how to deal with work stress and the results showed weak correlation of EI and work stress. High competent employees working in highly competitive organization earn more reorganization and success than organization with low EI competency. And it was proved the strong and positive impact of EI on employee performance and its strong need in economic sectors.

THE EFFECTS OF EMOTIONAL INTELLIGENCE ON WORK PERFORMANCE

Emotional intelligence is a set of competencies where personal competency and social competency plays a vital role in directing and controlling one's feelings and efficiency towards work. These competencies are the major factors that has ability to control and manage employees moods and impulses towards the job. It is also evident from other reviews that the relationship between employees and higher management is positively related with job satisfaction. If the communication gap exists between top management and lower management, the organization performance decreases. The major reason is that many managers lack emotional intelligence competencies. Since relationship between employees and higher management is significantly correlated with productivity, it creates direct impact on organization productivity. Job satisfaction is positively related with organizational productivity, if the organizations pay good incentives to their employees. When the employees are more satisfied with their job and work environment, their efficiency of work also increases and vice versa. The findings from self-report-based research on Emotional Intelligence competency where Self-awareness, Self-regulation, Self-motivation, social awareness and social skills are analysed and suggests that there exists a difference in emotional intelligence and that emotional intelligence levels increase significantly with managerial position.

Suggestions

It is necessary to give preference to self directed or self-motivated employees instead of unaware and unmanaged employees. Sufficient training may be provided to employees to know how to handle one's own emotions and also other emotions at any situations.

Conclusion

From the above studies we can conclude that Emotional Intelligence is highly essential for employees to supervise their own emotions. It shows that employees with High Emotional Intelligence competencies have high performance than employees with the low Emotional Intelligence and thereby increasing their work performance towards organizational commitment. This research concludes that emotional intelligence is important tool in achieving organizational success. It applies to both, the managers and employees in the organization.

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