

# A Study on the Impact of Emotional Intelligence on Employee Performance with Special Reference to IT/ITES sector in Chennai City

<sup>1</sup>Majeetha Parveen.S.M, <sup>2</sup>Dr. Nirmala Mohan

**ABSTRACT**--Emotional intelligence refers to the capability of a person to manage and control his or her emotions and possess the ability to control the emotions of others as well. In other words, they can influence the emotions of other people also. Emotional intelligence is a very important skill in leadership. It is said to have five main elements such as self-awareness, self-regulation, motivation, empathy, and social skills. Emotional intelligence is the ability to identify and manage own emotions and the emotions of others. It is generally said to include the ability to identify own emotions and those of others, to harness emotions and apply them to tasks like thinking and problems solving, to manage emotions, including the ability to regulate own emotions, and the ability to cheer up or calm down another person.

**Keywords**—Impact emotional intelligence employee's performance.

## I. INTRODUCTION

The term first appeared in 1985, in Wayne Payne's doctoral thesis, *a study of emotion: Developing emotional intelligence*. Payne's thesis centered on the idea that society's historical repression of emotion is the source of wide-scale problems such as addiction, depression, illness, religious conflict, violence and war. Daniel Goleman, a psychologist and behavioral science journalist, later popularized the term and developed related concepts in his influential book, *Emotional Intelligence* (1995). In *Working with Emotional Intelligence* (1998), Goleman explored the function of emotional intelligence on the job. According to Goleman, emotional intelligence is the largest single predictor of success in the workplace.

Daniel Goleman (1995) defined emotional intelligence in a number of ways comprising many personality traits such as empathy, motivation, persistence, warmth and social skills.

Daniel Goleman has adapted Salovey and Mayer's model into a version which includes the five basic emotional and social competencies as follows;

➤ **Self-Awareness**—Knowing what we are feeling in the moment and using those preferences to guide our decision making, and having a realistic assessment of our own abilities and a well-grounded sense of self-confidence.

---

<sup>1</sup>Ph.D Full Time Research Scholar, Department of Commerce, Shift-II, Madras Christian College, Chennai, Affiliated to University of Madras.

<sup>2</sup>Associate Professor and Head, Department of Commerce, Shift-II, Madras Christian College, Chennai, Affiliated to University of Madras.

- **Self-regulation** - Handling our emotions so that they facilitate rather than interfere with the task at hand, being conscientious and delaying gratification to pursue goals, and recovering well from emotional distress.
- **Self-Motivation** - Using our deepest preferences to move and guide us towards our goals, to help us take initiative and strive to improve, and to persevere in the face of setbacks and frustrations.
- **Social Awareness** - Sensing what people are feeling, being able to take their perspective, and cultivating rapport and attunement with a broad diversity of people.
- **Social Skills**- Handling emotions in relationships well and accurately reading social situations and networks, interacting smoothly, using these skills to persuade, lead, negotiate and settle disputes, for cooperation and teamwork.

## II. EMPLOYEE PERFORMANCE

In terms of performance at work, how individuals perform habitually means the degree to which they help their organizations to achieve organizational strategic goals. Employee Performance is defined as the tasks that comprise standard job descriptions, and declares that it is affected by variables such as maintaining good interpersonal relations, absenteeism, and withdrawal behaviours, substance abuse and other behaviours that increase hazards at the workplace. Job performance relies on the demands of the job, the goals and the mission of the organization and the beliefs of the organization about which behaviours are mostly valued. Job performance, most commonly refers to the degree a person performs his job well. Performance is an extremely important criterion that relates to organizational outcomes and success. Employee Performance can be classified as follows

- **Task Performance** is an important dimension of individual work performance. Task performance can be defined as the proficiency or competency with which one performs central job tasks.
- **Contextual Performance** can be defined as individual behaviours that support the organizational, social, and psychological environment in which the technical core must function.
- **Adaptive performance** is defined as the extent to which an individual adapts to changes in a work system or work roles.

## III. OBJECTIVES OF THE STUDY

- To analyse the significant relationship between the factors of emotional intelligence and employee performance.

## IV. REVIEW OF LITERATURE

- **Rebecca Abraham (2004)<sup>1</sup>** found that employees in a state of flow that is, those who find psychological safety and meaningfulness in their work will be motivated to be superior performers. Employees feel cognitively and emotionally connected to the job when they perceive management support, clear expectations, freedom of expression, coherence between their work and organizational goals, and recognition for their efforts. Such emotional connection leads motivated employees to respond to psychological meaningfulness and safety with

deeper job involvement. Thus motivated employees will demonstrate greater job involvement and superior performance.

➤ *Le Tranc Thach Thao and Chiou-shu J. Hwang (2015)*<sup>2</sup> analysed that motivating employees for increasing their performance is one of the most important factor. In an organization where employees are much valued for their higher education, knowledge, qualification, skills and experience they perform better in the ways they are motivated. There is a positive relationship between motivation and employee performance.

➤ *Ricardo Chiva and Joaquín Alegre(2008)*<sup>3</sup> has analysed the relationship between emotional intelligence and job satisfaction, by taking into consideration organizational learning capability. Confirmatory factor analysis was used to test this theoretical model. This paper proposes that organizational learning capability plays a significant role in determining the effects of emotional intelligence on job satisfaction. The most important implication is that job satisfaction is affected by the correlation between individual emotional intelligence and certain working conditions. When seeking to improve employee job satisfaction, practitioners should take into account the link between emotional intelligence and organizational learning capability.

➤ *Ira Bapna, Gitanjali Shrivastava and Ekta Chitinis (2011)*<sup>4</sup> focused on the role of Emotional Intelligence on employee's performance among service sector employees. Data was collected from service sector employees by using questionnaires. The paper revealed six factors of Emotional Intelligence contributing in the role of Employee Performance. The factors are Self- Assessment, Self- Monitoring, Actuation and Inspiration, Empathy, Integrity and Social Relationship. This paper explored various factors like ability to understand emotional make up of people, clear priorities, ability to confront ethical and unethical actions, ability to stay focused under pressure, ability to handle multiple demands, ability to identify and separate emotions awareness of one's weaknesses, self-development in order to better understand lateral relationship of emotional intelligence and job performance of employees.

➤ *Mohammad Shahhosseini, Abu Daud Silong, Ismi Arif Ismail and Jegak nak Uli (2012)*<sup>5</sup> investigates the effect of emotional intelligence on job performance from a theoretical viewpoint. The study embarks on the link between the nature of emotional intelligence and the job performance. Emotional intelligence and Job performance are the two variables considered for the study. As such, this study can be helpful for managers and researchers to better realize the link between these two variables. It can also assist the organization practitioners to have a better understanding of the association between the mentioned factors. Emotional intelligence develops innovation and creativity in individuals and as a result helps in the improvement of job performance. Due to the influence of emotional intelligence on each aspect of individuals' work life, high level possessed emotional intelligence employees are considered as "star performers". As a result, there exist a positive relationship between emotional intelligence and job performance.

## V. HYPOTHESIS

➤ **H<sub>01</sub>:** There is no significant relationship between the factors of emotional intelligence and employee performance.

## VI. RESEARCH METHODOLOGY

<b>Sampling Technique adopted</b>	Convenient Sampling method
<b>Sample Units</b>	Employees working in various IT/ITES companies in Chennai were approached for collecting data.
<b>Sample Size</b>	100
<b>Statistical Techniques used</b>	Pearson Correlation analysis

### *Limitations of the study*

- Data collected within a short time.
- The sample size was limited to 100.
- The respondents' psychological temperament may affect the research study.

### *Data Analysis and Interpretation*

➤ **H<sub>01</sub>:** There is no significant relationship between the factors of emotional intelligence and employee performance.

Factors of Emotional Intelligence	Factors of Employee Performance			
	Task Performance	Contextual Performance	Adaptive Performance	Overall Employee Performance
Self-Awareness	0.656**	0.651**	0.619**	0.667**
Self-Regulation	0.576**	0.570**	0.582**	0.598**
Self-Motivation	0.695**	0.663**	0.674**	0.703**
Social Awareness	0.802**	0.784**	0.729**	0.802**
Social Skills	0.772**	0.760**	0.724**	0.781**
Overall Emotional Intelligence	0.783**	0.766**	0.744**	0.794**

\*\*Correlation is significant at 0.01 level (2-tailed)

### *Inference*

The correlation coefficient between overall emotional competence with task, contextual and adaptive performance and overall employee performance is 0.783, 0.766, 0.744 and 0.794 respectively, which indicates 61.3%, 58.7%, 55.4% and 63.1% positive relationship between overall emotional competence with task, contextual

and adaptive performance and overall employee performance. Hence it is concluded that there is significant relationship between the factors of emotional intelligence and employee performance.

### ***Findings, Suggestions and Conclusion***

- There is significant relationship between the factors of emotional intelligence and employee performance.

### ***Suggestions for further research***

- This study focused on task, contextual and adaptive performance. Further research can be done by including counterproductive work behaviour which will give different insights about individual work performance.
- Emotional Intelligence can be studied under other areas of organizational outcomes such as organizational citizenship behaviour, work-family balance, change management, conflict management and so on.

## **VII. CONCLUSION**

This study aimed at analysing the impact of emotional intelligence on employee performance. The results of the study indicate that emotional intelligence has a positive influence on employee performance which implies that performance of an individual is measured not only with the help of job related knowledge, administrative skills but also the emotional intelligence skills such as self-awareness, self-regulation, self-motivation, social awareness and social skills play an important role. Therefore, it can be concluded that emotional intelligence is an important predictor of work place success.

## **REFERENCES**

1. Rebecca Abraham (2004). Emotional Competence as Antecedent to Performance: A Contingency Framework. *Genetic, Social, and General Psychology Monographs*, 130(2), 117 - 143.
2. Banu, A. A. A. S. To Study the Influence of Emotional Intelligence on Women Executives in Private Sector Enterprises.
3. Joshi, A., Malhotra, M., & Bangwal, D. Exploring the Link between Emotional Intelligence & Workplace Spirituality.
4. Le Tranc Thach Thao and Chiou-shu J. Hwang (2015). Factors Affecting Employee Performance - Evidence from Petrovietnam Engineering Consultancy J.S.C, *Ph. D diss.*, 2015.
5. Deka, M., & Devi, L. (2016). Understanding Adolescents' emotionality: An Analysis of Factors Affecting Emotional Intelligence. *International Journal of Humanities and Social Sciences (IJHSS)*, 5(6), 125-132.
6. Ricardo Chiva and Joaquín Alegre (2008). Emotional Intelligence and Job Satisfaction: The Role of Organizational Learning Capability. *Personnel Review*, 37(6), 680 - 701.
7. Muktamath, V. U., Khadi, P. B., & Muktamath, U. Interrelation of Emotional Intelligence and General Intelligence among Staff and Students of UAS, Dharwad.
8. Ira Bapna, Gitanjali Shrivastava and Ekta Chitinis (2011). Role of Emotional Intelligence on the Performance of Employees Working in Service Sector. *International Journal of Multidisciplinary Research*, 1(8).

9. Kulkarni, S. H. R. A. D. D. H. A. (2014). Emotional intelligence: An essential part of leadership effectiveness. *IMPACT: International Journal of Research in Business Management*, 2(1), 13-22.
10. Mohammad Shahhosseini, Abu DaudSilong, IsmiArif Ismail and JegaknakUli (2012). The Role of Emotional intelligence on Job performance. *International Journal of Business and Social Sciences*, 3(21).
11. Pandey, D. (2015). Impact of Mental Health on Job Involvement in Nursing Personnel. *BEST: International Journal of Humanities, Arts, Medicine and Sciences (BEST: IJHAMS)*, 3(11), 149-154.