

IMPACT OF EMOTIONAL INTELLIGENCE ON THE JOB PERFORMANCE OF EMPLOYEE

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Abstract

Emotional intelligence means understanding once own feeling and able to handling those feeling without disturbing them self. In the same way understanding what others feel and handling relationship effectively motivate one to complete job creatively and perform their pear. Stress Management is a system that is aimed to reduce stress and/or facilitate the person to cope with these instances. There is use both primary and secondary data. The primary data was collected through questionnaire which is depending on Liker scale. The study confined to the sample size of 100 employees of five software industries namely HP, LENOVO, DELL, HCL, Sony, etc. Finally researcher shows the relationship between the stress management and emotional intelligence. The study is concluded with the suggestion to Emotional intelligence have ability to quickly reduce stress in the various situations So we can say that Higher level of EI is positively correlated with effectiveness of stress management among software employees.

INTRODUCTION

Emotional intelligence means understanding once own feeling and able to handling those feeling without disturbing them self. In the same way understanding what others feel and handling relationship effectively. Motivate one to complete job creatively and perform their pear. Many independent human beings join together and work under one roof for attaining one ultimate objective is and organization. Organization is a pool of human resource of different kind. Every human resource is dependent on one other in terms of relationship as superior and subordinate. Every individual is unique in their talent, understanding, performance, attitude, competencies, and involvement and so on. When these human resource work in an organization for attaining a common objective, they ought to face a plenty of challenges. They undergo challenges in competing each other, communication, cultural difference, adaptability and many. High competitive environment make changes in every days organization. Human resources for their endurance in organization are needed to update now and then. Frequent changes in technology, risk, time constrain, ethical values, unity in team work, completion of target with in time, innovation, risk bearing these competition attributes lead to occupational stress. Emotionally intelligent human resource tackle these competitive attributes with spot, come over from stress. High emotional intelligence leads to mental fitness. Five components of Emotional Intelligence (SELF AWARENESS, SELF REGULATION, SELF MOTIVATION, SOCIAL AWARENESS, SOCIAL SKILLS, and RELATIONSHIP BUILDING) as identified by Goleman address initially about the individual's self. Once the emotional stability is achieved that will automatically result in the development of social skills for the purpose of survival "EI is not a journey with a clear path, not one that should be embarked upon lightly," (Smewing, 2004, p. 67). An individual who understands his/her own emotions and knows well how to reflect them can successfully judge the emotional status of the other people around. While working in intellect-based industry like software organizations, people work in teams to bring an idea to reality from something which can not be touched and felt, but was only perceived by human mind. Emotional Intelligence Emotional Intelligence refers to an ability to recognize the meanings of emotions and their relationships to reason and problem solving on the basis of them. The concept of this is popularized after publication of Daniel Goleman's book on Emotional Intelligence: "why It Can Matter Than I.Q?" he introduced the importance of emotional quotient in workplace, noting that intelligence quotient is a less powerful

predictor of outstanding leadership than emotional quotient. Mayer and Salovey and their colleagues defined emotional intelligence as the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth. Researchers have found that our emotional awareness and ability to handle feelings rather than our I.Q will determine our success and happiness in all walks of life. An employee with high emotional intelligence is able to respond appropriately to workplace stress and to emotional behavior of his co-workers. These abilities greatly enhance job satisfaction [Dong: 2006], lead to high job performance, long term mental health, better outcomes in work groups and leadership qualities .

Enhancing Emotional Intelligence Skills at the workplace:

Here are fifteen major techniques and five key skills to help you boost emotional intelligence at workplace which reduce emotional exhaustion:

Thirteen major techniques:

- 1. Take time to establish direct awareness of your body parts each day.** This will help establish more awareness about what you truly feel inside.
- 2. Set aside time to meditate.** You can develop high emotional intelligence with constant practice of meditation.
- 3. Adapt a healthy diet and lifestyle.** When you are physically healthy, it becomes easier to deal with your emotions.
- 4. Write a journal.** This is a great method for exploring your emotional state to see patterns and be able to have more control over how you feel.
- 5. Resist perfectionism.** You cannot be a perfect at all times, so no need to be negative if some perfection is missing.
- 6. Set time for hobbies, Connect to people, Look for humor at workplace.** When you are physically healthy, it becomes easier to deal with your emotions.
- 7. Cultivate a friendly social climate. open communication and consultation.** This is a great method for exploring your emotional state to see patterns and be able to have more control over how you feel.
- 8. Don't try to control the uncontrollable.** When you are physically healthy, it becomes easier to deal with your emotions.
- 9. Create a balanced schedule.** Analyze your schedule, responsibilities, and daily tasks. All work and no play is a recipe for burnout. Try to find a balance between work and family life, social activities and solitary pursuits, daily responsibilities and downtime.
- 10. Delegate responsibility.** You don't have to do it all yourself. If other people can take care of the task, why not let them? Let go of the desire to control or oversee every little step. You'll be letting go of unnecessary stress in the process.
- 11. Prioritize tasks. Break projects into small steps.** If a large project seems overwhelming, make a step-by-step plan. Focus on one manageable step at a time, rather than taking on everything at once. Make a list of tasks you have to do, and tackle them in order of importance. Do the high-priority items first. If you have something particularly unpleasant to do, get it over with early. The rest of your day will be more pleasant as a result.

12. **Be willing to compromise.** When you ask someone to contribute differently to a task, revise a deadline, or change their behavior at work, be willing to do the same. Sometimes, if you can both bend a little, you'll be able to find a happy middle ground that reduces the stress levels for everyone concerned.
13. **Try to leave earlier in the morning.** Even 10-15 minutes can make the difference between frantically rushing to your desk and having time to ease into your day. Don't add to your stress levels by running late.

Review of Literature

Quang et al (2013) explained that this research paper Improved work engagement among employees. Employee engagement causes employ loyalty, responsibility, commitment within the organization Emotional Intelligence to perceive accurately and respond other person emotional reaction accurately. Directing next person's emotions in right way and handling the situation at workplace. 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.

Carmeli (2003) studied the relationship between emotional intelligence, job satisfaction, organizational commitment and work-family conflict in ninety-eight senior managers. The study states that employees high in emotional intelligence are more able to balance workfamily conflict as they recognize and manage feelings of conflict as they occur. Darolia and Darolia (2005) conducted a research on the role of emotional intelligence in coping with stress and emotional control behaviour. The research found that emotionally intelligent people who are able to understand and recognize their emotions, manage them selves to kept under control in stressful situation. Statement of problem

Emotional intelligence increasingly relevant to organizational development and developing people, because the emotional quotient principles provides a new way to understand and assess people's behaviors, management styles, attitudes, interpersonal skills and potential. Emotional intelligence provides a buffering effect in perceiving the work environment to be less stressful. Individuals with high level of emotional intelligence, pronounced by the ability to recognize and express emotions as well as to manage and control them show the ability to better cope with stress and suffer less from adverse health outcomes. For this reason emotional intelligence as well as occupational stress of workers is measured. The relationship between emotional intelligence and occupational stress is also measured to identify their benefits.

Lazovic (2012) explored that the need of maximizing human capital by recruiting high level EI managers for any successful organization. And those High EI managers would be responsible for achieving any task by developing smooth relations along with CEO's and then with all employees makes successful leader and successful manager and then above on all successful leading organization. Shahhoseni at el (2012) analyzed that trained officers, managers in organization better leads to the efficiency and effectiveness to meet organizational goals. Today's competitive world high performers in organization are being selected for highly competitive organizations where human resource development is mainly focusing area for applying EI in managers to achieve organizational goals. Elizabeth (2011) explained Emotional Intelligence depends on basic three components i.e. 1.awareness of emotions 2.Management of emotions 3.psychological well being and Motivation and also added that Emotional Intelligence.

Stress Management

People should not blame the external factors, but take on personal responsibility for their feelings and reactions. Stress Management is a system that is aimed to reduce stress and/or facilitate the person to cope with these instances. There are three major approaches that one can use to manage stress:

- Action-oriented stress management: In which one seek to confront the problem causing the stress, changing the environment or the situation;
- Emotionally-oriented stress management: In which one do not have the power to change the situation; and
- Acceptance-oriented stress management: Where something has happened over which one has no power and no emotional control.

Causes of Stress

Stress sets off an anxiety in the brain, which responds by preparing the body for self-protective action. The nervous system is aroused and hormones are on the rampage to sharpen the senses, quicken the pulse, deepen respiration, and tense the muscles. This response (sometimes called the fight or flight response) is important because it helps us defend against threatening situations. The response is preprogrammed biologically. Everyone responds in much the same way, regardless of whether the stressful situation is at work or home.

A lot of things can cause stress. One may feel stress when one go on a job interview, take a test, or run a race. These kinds of short-term stress are normal. Long-term (chronic) stress is caused by stressful situations or events that last over a long period of time, like problems at work or conflicts in your family. Over time, chronic stress can lead to severe health problems.

Personal problems that cause stress include:

- Emotional problems: such as anger one can't express, depression, grief, guilt, or low self-esteem.
- Your relationship: such as having problems with your relationships or feeling a lack of friendships or support in your life
- Conflicts with your beliefs and values. For example, one may value family life, but one may not be able to spend as much time with his family as he wants.

RESEARCH METHODOLOGY

The primary data was collected through questionnaire. The questionnaire was based on the Likert scales, showing the agreement level of the responses and the secondary data was collected online through internet. The collected data were analyzed and interpreted using simple statistical techniques. The respondents involved in this study were employees working in many different software industries namely HP, LENOVO, DELL, HCL, Sony, etc. A non probability, convenience sampling technique was used to select the sample population. Simple statistical techniques were used to tabulate the results of this study. The primary data were analyzed using a percent of responses. Mean is calculated to ascertain the average agreement of respondents towards different given factors responsible for stress management and regarding remedies thereof. Finally researcher shows the relationship between the stress management and emotional intelligence.

DATA ANALYSIS AND DISCUSSION

Profile of the respondents

In human resource management research personal characteristics of respondents have very significant role to play in expressing and giving the responses about the problem, keeping this in mind, in this study

a set of personal characteristics namely, age, gender, education and income of the 100 respondents have been examined and presented in this part of the study.

1 Age	
18-22 (%)	36.00
23-26 (%)	44.00
27-30(%)	20.00
2 Gender	
Male (%)	72.00
Female (%)	28.00
3 Education	
Intermediate (%)	24.00
Graduate (%)	48.00
Post Graduate (%)	28.00
4 Income	
12000-15000 (%)	30.00
15000-18000 (%)	36.00
18000-22000(%)	20.00
22000-26000(%)	14.00

Table 1 Profile of the respondents.

Interpretation: It is evident from the Table 1 that 44 percent of the respondents are of age between 23-26 years, 36 percent of the respondents are between the age group of 18-22 years and 20 percent respondents are between the age group of 27-28 years.

It is quite clear that out of the total respondents investigated for this study, overwhelming majority 72 percent of them are males whereas about 28 per cent are found to be females.

The above table also shows that about 24 percent respondents are educated up to higher secondary level. The number of respondents attaining Graduation is 48 percent. And only 28 percent of the respondents are educated up to the post graduates level.

It is also evident from the same table that the highest number of respondents i.e. 36 percent, are earning between Rs.15000 to Rs.18000 per month. Out of total respondents 30 percent are earning between Rs.12000 to Rs.15000 per month. The earning of 20 percent of respondents is belongs to the income group of Rs.18000 to Rs. 22000 and only 14 percent respondents are earning between Rs.22000 to Rs.26000.

Stress management Strategies

Here are some strategies, identified by the researcher, how to minimize job stress so that one can be more efficient and productive in the workplace:

- 1. Provide a Fun Working Environment:** Sense of humor and laughter is the key.
- 2. Give Employees Freedom:** Open Communication, welcoming suggestions from employees.
- 3. Promote Team Work:** Encourage the employees to work with team spirit. Provide group reorganization. Implementing the technique of conflict management.
- 4. Defined Employee Responsibility:** More often than not we wear "too many hats". Employees work roles need to be clear, understandable, and shouldn't be conflicting or unrealistic.

Management need to motivate employees to take responsibility for their own job and for their contribution to the success of the company so that they won't be bogged down with too many responsibilities.

5. **Career Growth:** Provide regular session for Training and Development for the up gradation of knowledge and personality of the employee, Career counseling.
6. **Hygienic Working Conditions:** Provide healthy, hygienic, pollution free environment.
7. **Manage Time Effectively:** A good time management tool will help you stay organized, plan and prepare, schedule in advance, and keeping good records helps get things accomplished on time, and thus reduces stress.

The below tables show the responses of respondents about the stress management strategies, which depicts the effective of the strategies.

Sr. No	Stress management Strategies	No. of Respondents Answered	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	Total percentage
			1	2	3	4	5	
1	Provide a Fun Working Environment	98	8.16	15.31	18.37	26.53	31.63	100%
2	Give Employees Freedom	95	23.16	16.84	25.26	14.73	25.26	100%
3	Promote Team Work	97	09.47	12.63	27.36	31.57	22.11	100%
4	Defined Employee Responsibility	90	6.67	10.00	20.00	35.56	36.67	100%
5	Career Growth	97	05.15	07.22	23.71	35.05	28.86	100%
6	Hygienic Working Conditions	96	02.08	07.29	29.17	33.33	28.12	100%
7	Manage Time Effectively	90	06.67	15.56	22.22	28.89	26.67	100%

Table 2 - Stress Management Strategies.

Sr. No	Stress management Strategies	Response	Mean rank
1	Provide a Fun Working Environment	3.54	4
2	Give Employees Freedom	3.18	7
3	Promote Team Work	3.54	5
4	Defined Employee Responsibility	4.12	1
5	Career Growth	3.75	3
6	Hygienic Working Conditions	3.78	2
7	Manage Time Effectively	3.53	6

Table 3- Aggregate level of agreement regarding the Stress Management Strategies.

Interpretation: Table 2 and table 3 show responses regarding the strategies of Stress Management. Table 2 shows the collective percentage of the responses. Whereas aggregate agreement level of responses are shown in table 3. It is very clear from the above table that the respondents are most highly agreed with the effectiveness of defined employees responsibility at their work place. Strategies regarding Promoting Team Work, Management time effectively, Fun Working Environment and Hygienic Working Conditions show almost same level of aggregate agreement, which are as – 3.54, 3.53, 3.54, and 3.78 respectively. Career Growth gains 3.75 level of aggregate agreement and Freedom to employees gains 3.18 level of aggregate agreement as the strategy of stress management.

Emotional Intelligence Dimension

Salovey, 2006], and organizational success [Mount, 2006], protect people from stress and lead to better adaptation, moderates depression, hopelessness and suicidal ideation. Thus, it was concluded that the study of emotional intelligence was quite important as it enabled human beings to respond appropriately to a variety of situations. It provided a critical edge in work, family, social and even spiritual settings, brings awareness over inner world into focus. It acted as a preventive measure against bad behavior, anxiety, frustration, boredom, depression--collectively taken as stress.

Dimensions of Emotional Intelligence .They are-

- Self awareness is being aware of oneself
- Empathy is feeling and understanding the other person
- Self motivation is being motivated internally
- Emotional stability is to stay composed in all situations
- Managing relations is to handle relationship with others
- Integrity is awareness of one’s weakness, strengths and beliefs
- Value orientation is to maintain ethical standards

Sr. No	Dimension Of Emotional Intelligence	No. of Respondents Answered	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	Total percentage
			1	2	3	4	5	
1	Self Awareness	98	8.16	15.31	18.37	26.53	31.63	100%
2	Empathy	95	23.16	16.84	25.26	14.73	25.26	100%
3	Self Motivation	97	09.47	12.63	27.36	31.57	22.11	100%
4	Emotional	90	6.67	10.00	20.00	35.56	36.67	100%
5	Managing	97	05.15	07.22	23.71	35.05	28.86	100%
6	Integrity	96	02.08	07.29	29.17	33.33	28.12	100%
7	Value Orientation	90	06.67	15.56	22.22	28.89	26.67	100%

Table 4 – Dimension Of Emotional Intelligence

Sr. No	Dimension Of Emotional Intelligence	Response	Mean rank
1	Self Awareness	3.54	4
2	Empathy	3.18	7
3	Self Motivation	3.54	5
4	Emotional	4.12	1
5	Managing	3.75	3
6	Integrity	3.78	2
7	Value Orientation	3.53	6

Table 4 - Aggregate level of agreement regarding the Emotional Intelligence

Interpretation: Table 4 is showing collected percentage of the responses of respondents regarding the emotional intelligence. While table 5 is depicting aggregate agreement level of the responses and mean rank. Emotional System is found one of the main emotional intelligence. Aggregate agreement level for this is 4.12, which is most high among all. Aggregate agreement level of Integrity and managing are 3.78 and 3.75 respectively, which occupy in second and third mean rank. Whereas Self Motivation and Self Awareness show 3.54 and 3.54 same level of aggregate agreement. Value Orientation and Empathy are proving low factors responsible for dimension of emotional intelligence with 3.53 and 3.18 respectively level of aggregate agreement.

The effectiveness of dimension of emotional intelligence can be measure by determining the impact of stress management strategies on factors of job performance and work place stress. An attempt is made by the researcher to create a successful relationship between stress management strategies and emotional intelligence. Here stress management strategies are assumed as dependent variable and emotional intelligence are assumed as independent variable.

	Emotional Intelligence	Stress Management
	Independent (X)	Dependent (Y)
	2.89	3.54
	2.89	3.18
	3.32	3.54
	2.34	4.12
	3.80	3.75
	3.29	3.78
	3.79	3.53
Mean	(Mean x) = 3.18	(Mean y) = 3.63
Standard Deviation	$\sigma_x = 0.72$	$\sigma_y = 0.26$
Correlation	$r = +0.80$	

Relationship between Emotional Intelligence Dimension and Stress Management Strategies

Table 6 Interpretation: From the above table and figure it can be understood easily that there is a positive relation between stress management strategies and emotional intelligence. The correlation between strategies and emotional intelligence is found +0.80, which signifies that if stress strategies and emotional intelligence are operated efficiently, so there is no stress on the job there.

CONCLUSION

Examination of EI and Stress management execution shows blended results: a positive connection has been found in a portion of the studies, in others there was no connection or a conflicting one. Emotional and Integrity are working effectively as strategies of emotional intelligence. Higher level of EI is positively correlated with effectiveness of stress management among software employees. It means EI has the ability to quickly reduce stress in various situations.

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