

**Extent Of Emotional Intelligence Effectiveness On Job Performance: A Study Among
Managers Of Private Companies**

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ABSTRACT

In the recent years, many organizations have altered their performance according to the increased competitiveness and globalization. Hence, in order to cope up with the emerging technological and competitive changes, the organizations should bring in competent individuals to handle the situation effectively. HRD (human resource development) has got the most important role to play in developing the skills and potentials of employees for ensuring efficient usage of available resources for the success of the organization as well as the employees. The present study has been done to explore how far the emotional intelligence of employees affects their performance. The study was carried on among the line managers of private companies. The respondents for the study were selected through simple random sampling and the sample size was 100. Analysis for interpretation of the data was done using regression and the results show that from the regression denote the degree of variance in the outcome which is reported for by the predictors; here, 91.7% of the variance regarding job performance is accounted for by statements of emotional intelligence. There is significant connection among emotional intelligence and job performance.

KEYWORDS: Emotional intelligence, Job performance

INTRODUCTION

Performance means the exact execution of work, accomplishment and attainment of the results as desired. It is that aspect of management that the organization assigns to the employees for executing the job to the full extent. Moreover, performance is the term given

to the concept of achieving the goals of the organization, fulfilling the organizational expectations, accomplishing the standards set by the organization or achievement of the organizational ability. Armstrong, (2014) had stated that, more than the achievement of goal, the method of achieving it is important. Mihalcea (2014) had reported that the description of performance can be done by not only by the actions of employees but also by the process of evaluation. In the same way, Shamsuddin & Rahman (2014) had also stated that performance is also determined and expressed with the help of political elements, social elements and human resource too apart from describing it through the actions of employees.

EI (emotional intelligence) is still an emerging and developing concept which had been defined by different authors in different ways with some aspects of similarity said Zeidner, Roberts & Matthews (2008). The idea of emotional intelligence had taken its origin from the psychological field. Salovey and Mayer (1990) were the pioneers who proposed the concept of EI (emotional intelligence). EI is the social intelligence of the person's aptitude to control the feelings of one's own or that of others.

It is believed that EI (emotional intelligence) is related with performance, directly. As per the words of Cartwright & Pappas (2008), the employees who have a high EI expressed their feelings to be the part of their job and felt it is essential to perform effectively. Interpretation through Meta analysis had shown that the predictor of performance in all types of job is the employee's emotional intelligence.

STATEMENT OF PROBLEM

Job performance had been identified to be impacted by several variables by many authors; like leadership {Pollaer (2008); Walsh, W.B. (2009), conflict (Tubre & Collins (2000); Momeni (2007)}, culture and value{Ebrahimi (2003); Min-Huei (2004); Yu-chi. L (2009)}, commitment {Preston & Brown (2004); Hasani (2007)}, satisfaction {(Mat Zin

(1995); Park & Holloway (2003)}, total Quality management {Agus (2005); Morgan (2005); Sousa, Aspinwall, Sampaio, & Rodrigues (2005)}, education {Jomady & Ris (2005)}, competencies {Dainty, Cheng, & Moore (2005)} and ability {(Giacobbe, Jackson Jr, Crosdy, & Bridges (2006))}. But still, no study had been done in many to find the impact of EI on job performance. this study is such an attempt.

NEED FOR THE STUDY

An effective management endeavors to develop the human resource potential, in particular of its managers. They always have the thirst to find ways for improving the individual performance to boost up the organizational performance. Performance is said to be impacted by emotional intelligence of human. EI is essential to augment the job performance of the employees.

OBJECTIVES

The main course of action performed in this study is to identify the relation between EI emotional intelligence of employees and their job performance.

REVIEW OF LITERATURE

Mohammad Shahhosseini et al., (2012) had identified the role played by emotional intelligence to improve the performance of the employees. The study was carried on from a theoretical aspect. To be specific, the study explores the relation between the nature of EI and the employee's job performance. This study had made a consideration of two variables; one is job performance and the other is emotional intelligence. This research proves to be a help for the managers and the organizational practitioners to understand the relation between EI and the job performance.

Maryam Mahdinezhad et al., (2017) had reviewed job performance and emotional intelligence. The study was done among the administrators of Malaysia. The purpose of this paper was to explore the connection between job performance and the emotional intelligence of Malaysian academic administrators. Questionnaires were used to collect the data for the study in order to examine the linear relationship of EI and performance, descriptive statistics were executed in the study. The sample size of the study was 196. The findings showed that both EI and performance were positively related to each other.

Muhammad Munir, Rauf I Azam (2017) had done an experimental Study based on intervention to examine the concepts of EI and performance. Current study utilized a longitudinal intervention on the basis of a pre-test and a post-test experimental design, in which the workers were given the training to improve their EI which will definitely boost up their performance. The study made use of 36 employees who had low EI. Paired sample t-test were done too analyze the data. The result of the analysis showed that improvements in employee's EI will augment their level of job performance.

Magda Gryn (2010) had explored the relation amidst the EI and job performance of the leaders of call centers. The aim of this paper was to identify whether any relation existed between the perceived EI of employees and their performance among the inbound leaders of call centers in the environment of medical aid. The population for the study consisted of 45 leaders and 223 raters of diverse races and age groups. The sample population was selected using convenience sampling. Emotional intelligence was measured using the 360° ECP (Emotional Competency Profiler) filled in by the respondents of the study and the data regarding job performance was obtained from the management team. The findings showed that there is no positive relation between the EI and performance of the leaders of the call centers.

METHODOLOGY

The present study had been done by reviewing a lot of academic papers done to examine EI and performance. The data for the study was collected from the managers of private companies that were selected on the basis of simple random sampling. Data was gathered using a questionnaire and the sample size was 100. Analysis for interpretation of the data was done using regression.

Regression analysis was carried out to find out the relationship between EI and Job performance. Emotional intelligence instrument adopted from Kevin et al (2010).

ANALYSIS AND INTERPRETATION

Relationship among Emotional intelligence and job performance

R	R Square	Adjusted R Square	F	Sig.
.957(a)	.917	.907	97.947	.000(a)

a Predictors: (Constant), Emotional intelligence

Coefficients(a)

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.620	.122		5.098	.000
I know why my emotions change	.163	.034	.230	4.814	.000
I easily recognize my emotions as I experience them	.067	.026	.102	2.529	.013
I can tell how people are feeling by listening to the tone of their voice	.089	.028	.175	3.183	.002
By looking at their facial expressions, I recognize the emotions people are experiencing	.016	.030	.035	.539	.591
I seek out activities that make me happy	.097	.037	.130	2.642	.010
I have control over my emotions	.010	.028	.016	.375	.708
I arrange events others enjoy	.127	.028	.216	4.533	.000
I help other people feel better when they are down	.034	.032	.053	1.061	.292
When I am in a positive mood, I am able to come up with new ideas	.065	.027	.103	2.407	.018
I use good moods to help myself keep trying in the face of obstacles	.164	.028	.257	5.865	.000

a Dependent Variable: Job performance

This table offers the multiple correlation ($r = 0.957$), the multiple correlation squared ($r^2 = 0.917$), the adjusted multiple correlation squared ($\text{adj.}r^2 = 0.907$), and the standard error of the estimate. The multiple correlations are the combined correlation of every predictor with the conclusion. The multiple correlations squared denote the degree of variance in the outcome which is reported for by the predictors; here, 91.7% of the variance regarding job performance is accounted for by statements of emotional intelligence. Hence, the adjusted r^2 is suitable. The table designates that the model's r^2 is significantly dissimilar from zero, $f = 97.947$, $p < 0.000$, which explains that there is significant connection among emotional intelligence and job performance.

CONCLUSION

It is a known fact that humans are unique species expressing emotions. These emotions help them to understand the things which make them human. In earlier times, there was a general belief that the persons who had high skills for reasoning and an efficient logical bend of mind were intelligent. The competency and intelligence of individuals were ascertained the IQ tests. But these tests tested only the logical and reasoning aptitude of individuals.

In a workplace, the individual performance depends on the ability of that person to perform along with people of different opinions, ideas and suggestions. If the emotional intelligence is utilized effectively, it results in among the work groups. To be more specific, this EI should be more in the managers as they are the representatives of the business to the customers. They also deal with a variety of people in and out of the business. Further, the leaders who have high level of emotional intelligence are able to understand the requirements and problems of employees in a far better way and are also able to provide them with solutions and feedback to improve their productivity.

Analysis for interpretation of the data was done using regression and the results show that from the regression denote the degree of variance in the outcome which is reported for by the predictors; here, 91.7% of the variance regarding job performance is accounted for by statements of emotional intelligence. There is significant connection among emotional intelligence and job performance.

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