

A study on the relationship between emotional intelligence and job performance.

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Abstract

The era of business and commerce have witnessed the swift in alternation towards globalization and competitiveness among the organization. Expanding technological advancement and development of service industry runs as an inseparable unit growing performance demands. In order to ensure remarkable performance the human resource today is required to perform physically and emotionally. Thus, emotional intelligence (EI) is acquired crucial importance in the field of human resource, EI is the ability to sense, understand and effectively apply power and acumen of emotions to a source as a human energy, information, connection and influence. The primary objective of this study is to examine the relationship between job performance and emotional intelligence among the employees in the organization. The methodology implied is primary in nature, the sample for the study is 240 employees working at various level of management, the statistical tools employed are correlation and regression analysis to examine the relationship between dependent and independent variables. The findings of the study states that the employees with high EI possess better working relationship with other employees, in turn reflecting on higher integrity. EI is associated with its components; emotional perception, emotional appraisal and emotional regulations are positively correlated to indicators of job performance. Thus, the present study implies the importance of EI, contributing to the growing model of literature seeking the relationship between EI and job performance and also suggests that EI is a major predictors of job performance.

Keywords: Emotional intelligence, emotional appraisal, emotional perception,
job performance.

Introduction

The growing need and advancement in technology has also resulted change in the working of organization. The human resource today is greatly engaged in their work both physically and emotionally, in order to survive in the competitive world of business. The shift of leadership style from autocratic to participative form have resulted in ensuring a freedom of speech, thought, idea to every staff in the organization thus, employees today are considered as a greatest asset in any organization, his performance in the organization directly contributes towards the growth and survival of the company. The need of employee intelligence is also simultaneously gained importance in todays scenario. The employee with high emotional intelligence is considered to have a better working relationship, the ability to adapt to rapid changes, ensure job satisfaction than a employee with poor emotional intelligence who results to have experienced the darker effects of working relationship, issues with work-personal life balance, pressure and stress in working. Thus, emotional intelligence also holds its relationship with the factors of job performance.

Emotional intelligence assist in the process of developing creativity in individuals which is highly demanded in todays competitive market and as result positively contributes towards in the improvement of job performance of employee. Emotional intelligence is also considered to be the power that provides a better understanding about employee's workplace performance that can be further evaluated. Emotional intelligence plays a crucial role in making an attempt to bring out a change in management efficiency and effectiveness, training and the performance of the organization. The idea of emotional intelligence is given a special importance in every organization considering interpersonal aspects are required to achieve the objectives of the organization also most of the employments requires to oversee the aspect of emotional intelligence intelligence today to ensure that their employees are emotionally capable to face any crisis either related to personal or professional to maintain a balanced life.

The primary objective of this research is to understand the relationship between emotional intelligence and job performance, further analyze the aspects of job performance that is positively related to emotional intelligence. The need of emotional intelligence in today's corporate world and provide suggestions to organization's that lack employee's with high emotional intelligence ability and capabilities.

Review of Literature

N. Nguyen, P. Nham in their “Study on the relationship between ability-based emotional intelligence, cognitive intelligence and job performance”,2017. The statistical tools employed is percentage analysis to determine the percentage of employee with high and low emotional intelligence in IT sector for the sample size of 75 respondents’ study resulted to employees with low emotional intelligence is higher than employees with high emotional intelligence resulting to job dissatisfaction and poor working performance.

H.Lee has demonstrated on “The effects of IT worker emotional intelligence and job crafting on the job satisfaction and job performance”,2015.The study aims to determine the need of emotional intelligence, its effects on the job satisfaction and job performance .The study concludes by providing a result of crucial need for IT sectors to make suitable measures to improve the emotional intelligence of their employees to reflect on achieving increased job satisfaction and job performance.

S. Praveena in the study on “Emotional Intelligence and job performance of bank employees in Bangalore”, 2015.The study is employed co relational analysis to determine the relationship between the emotional intelligence and job performance with sample size of 55 respondents. The study provides the discussion on the effects of emotional intelligence on job satisfaction and job performance and provides a conclusion of increased need of emotional intelligence to be incorporated in organizations.

N. Bahmanabadi, Jafari in their study on “Emotional intelligence and job performance: Evidence from railroad industry”, 2014.The study was conducted on railroad industry focusing to investigate the importance on emotional intelligence and its relevance to job performance. The study is conceptual in nature and results to provide discussion on the improvement of emotional intelligence in railroad industry.

M.Chen,R.Bian in their study on “The relationship between emotional intelligence and job performance”,2013.The primary objective of the study is determine the need of emotional intelligence in todays corporates ,the impact of emotional intelligence on job performance .The statistical tools employed is correlation analysis to determine the relationship between dependent and independent variables. The study results the positive effect of emotional intelligence reflects increased job satisfaction and better working performance.

Statement of problem:

Performance is dynamic in nature and its dimensions is relatively vast one of its dimensions is emotional intelligence which is gaining crucial importance in rapid growth of commerce and business. Considering human resource is greatest asset his work performance directly reflects the organization growth and survival in world of business. Similarly, job satisfaction and job performance also hold equal importance. Therefore, current study examines the relationship between emotional intelligence and job performance also to provide a better understanding on the perceptions of emotional intelligence and job performance.

Scope of study:

The shift in working of organization is also resulted to various attributes that determine and evaluate job performance. Emotional intelligence is also considered on such dimension that assist the employees to achieve increased job satisfaction and job performance reflecting on the increased work performance of the organization too. This creates a research gap between the model of emotional intelligence which is developed and its implications and effects on the attributes of job performance which is to be analyzed further. Therefore, the study on determining the relationship between emotional intelligence and job performance is gained crucial importance in today's scenario to provide a investigative report with right quantitative and qualitative information to the organization to ensure right decisions and corrective measures to be made to achieve a high emotional intelligence .

Research Objectives:

To present an understanding about emotional intelligence at workplace.

To examine the importance job performance.

To analyze the relationship between emotional and intelligence and job performance.

To suggest measures to overcome the issues of poor emotional intelligence.

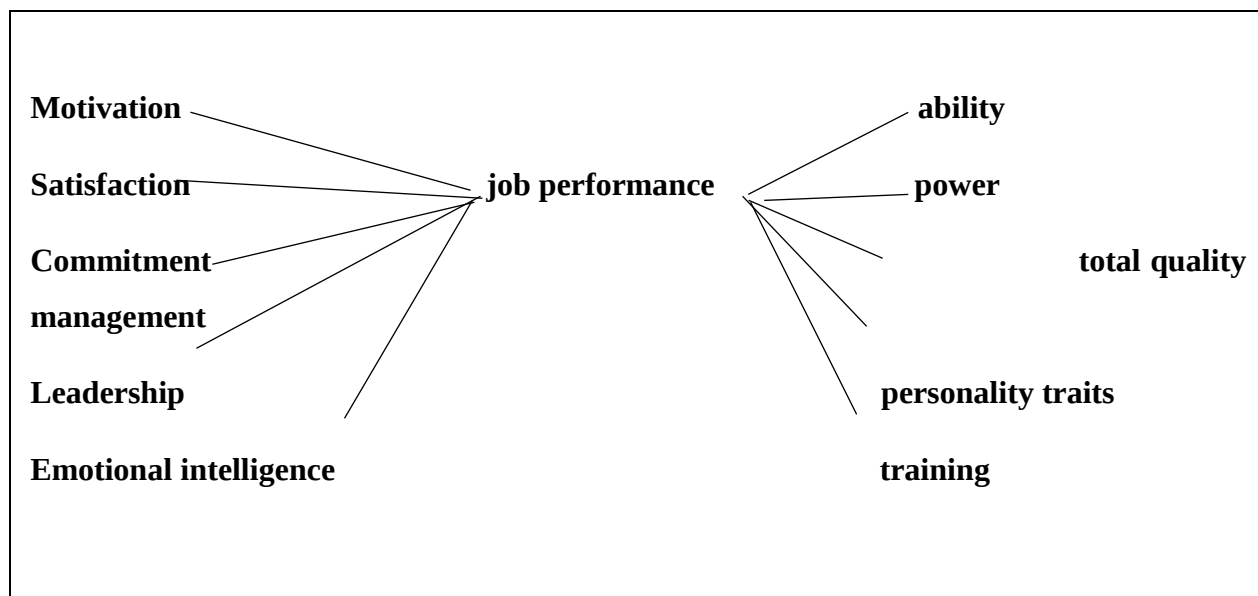
Research hypothesis:

H₀-There is no significant relationship between emotional intelligence and job performance.

H₁-There is significant relationship between emotional intelligence and job performance.

Research design and methodology:

The research is qualitative and quantitative in nature, the responses received is further analyzed by employing the statistical tools to provide a better result. To analyze the relationship between emotional intelligence and job performance the correlation and regression analysis is implemented. To make the research objectives more accurate the following steps have been employed the sample size results to 150, data collection is primary in nature and the method is questionnaire and personal interview. The questionnaire prepared is processed through cronbach alpha test to understand the efficiency, each of the variables is measured through five Likert scale ranging from 1-strongly disagree to 5- strongly agree.

Conceptual framework:**Source: Primary**

The conceptual framework provides better understanding about the dimensions of job performance, EI being of its major dimensions of job performance is gaining crucial importance in growing era of business. Emotional intelligence is the ability to understand and effectively apply emotions as power. The primary objective of this study is to understand and analyze the relationship between emotional intelligence and job performance.

Findings and analysis:**Correlation analysis:**

Variable	Mean	SD	1	2	3	4	5
Perception	14.81	4.15					
Appraisal	17.51	2.41	.168				
EI	83.03	10.43	.588	.479			
Accuracy	3.46	1.87	.375	.288	.575		
Team work	5.41	3.82	.408	.382	.599	.698	
Job performance	15.81	8.733	.433	.371	.654	.745	.831

The variables included for the correlation analysis is perception, appraisal, emotional intelligence, accuracy, team work and job performance. The analysis results to achieve a positive relationship between emotional intelligence and job performance and also results that the employee with high emotional intelligence holds a better a working relationship, increased job satisfaction and better work performance than the employee with poor emotional intelligence facing decreased job satisfaction resulting in work life imbalance, pressure and stress.

Regression analysis:

model	R	R square	Adjusted R square	Std.error of estimation	F	Sig.	t	Sig.
Perception	.654	.428	.427	6.602	513.62	.000		
Appraisal	.723	.523	.521	6.035	374.84	.000	17.11	.000
Team work	.745	.556	.554	5.825	285.39	.000	18.33	.000

The result of regression analysis with various dimensions of job performance provides a positive relationship with emotional intelligence at F value 513.62,374.84,285.39 and significance level of.000 respectively .Therefore both analysis of correlation and regression implies positive relationship between emotional intelligence and job performance thus H_1 hypothesis is accepted stating there is significance relationship between emotional intelligence and job performance.

Discussions:

The demographics of the research included female and male employees of Adecco Co. Across all the level of management with age group varying from 29-45 respectively. The study resulted that female employee holds high emotional intelligence as compared to male employees and the percentage analysis resulted to 61%.The following findings is with relevance to age factor where young employees a better working relationship and increased job satisfaction than the senior employees of the company .The level of job performance and their contribution to the organization growth resulted 59% higher than the senior employees. The research is concluded that there is significance relationship between emotional intelligence and job performance. Thus, the objectives of the study are efficiently achieved by employing statistical tools.

Suggestions and Recommendations:

The Adecco Co. plays crucial importance towards the employees and their satisfaction, measures with respect to achieve increased emotional intelligence need to be considered. The findings of the study revealed the aspects of majority of employees being unaware of emotional intelligence and its importance. The suggestions assist the Adecco Co. to make necessary measures, these suggestions also include steps that an employee should make to achieve a high emotional intelligence. Firstly, it's important for the employee to have "self-awareness", the action to self-awareness are employee should recognizes his emotions throughout the day ,if he experiences a negative emotions like anger, frustration or jealousy may have impacted his co-workers, boss and clients.Thus,its required for the employee to take a honest look of his strength and weakness ,evaluate and make necessary efforts to eliminate their weakness and focus on improving their strength's.

The employees are also suggested to improve their motivation, only motivated employees can achieve strong desire. Practicing to be optimistic, setting goals and determining specific actions to achieve the goals are the various actions to improve motivation. Also, the employees need to understand the crucial aspects that positivity draws a better attention and thus, the employee soon gets recognized by his clients and peer group. Also, the employee is required to realize the aspect that moving his past failure and frustration is possible through the way of being self-motivated primarily.

The employee is also suggested to improve his social skills which plays an important role in improving his emotional intelligence. The employee with good social skill relatively holds a better team building and team relationships. The employee is suggested to improve his communication skill only when he is capable to make effective communication he can build a better relationship. Thus, employees are suggested with above ways to develop and improve their commitment by ensuring a strong emotional intelligence.

Adecco Co. understanding and realizing the crucial importance of emotional intelligence is also suggested measures to improve emotional intelligence in their workplace by training their employees on EQ skill, developing EQ skills among their employees. The company is also suggested to adapt to empathetic communication and also be openness to feedback in the initial steps of their efforts to improve emotional intelligence among their employees. Thus, by employing the suggestions to action the company derives various benefit like creating ideal leaders, creating positive turnaround.

Limitation of study:

The study effectively achieved the objectives of determining the relationship between emotional intelligence and job performance. Also, the study is viable for further research primarily considering the time constraint as limitation the sample size resulted relatively low and thus demanded the need to employ simple random technique for sampling purpose, the research was conducted on the sector of information technology and its implementation lacks on another sector.

Conclusion:

The present study incorporated to understand and analyze the relationship between emotional intelligence and job performance. The study resulted that employee with high emotional intelligence holds a better satisfaction and achieve increased job performance than the employee with poor emotional intelligence facing issues with poor working relationship, decreased job satisfaction and poor working performance too. Thus, identifying the need to recommend measures to Adecco Co. various suggestions have been implied to both employees and the organization. Thus, on implementing suggestions the organization can achieve increased emotional intelligence among their employees resulting their increased job performance.

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