

## **A STUDY ON EMOTIONAL INTELLIGENCE AND WORK PERFORMANCE OF WOMEN EMPLOYEES**

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### **Abstract**

*Emotional Intelligence has been a popular topic of concern in recent years as its introduction to the field of psychology had profuse impact. A more effective way of management system is demanded by the companies in both public and private sector now owing to the increasing competition in the multitudes of management perspectives. The dynamic change in the business perspectives can be effectively coped up by the application of various Emotional intelligence traits by both managers and employees in the organization. The present study focuses on the level of emotional intelligence attributes shown by women employees in a Toy manufacturing company. The study shows a positive correlation of Emotional intelligence on the work performance attributes. EI has been recognised as a successful predictor of job performance and leadership ability. The application of emotional intelligence in the organization includes the areas like recruitment and selection of employees, development of employees, building up teams and the organizational development. Thus the job performance of an employee having a higher emotional intelligence will be rated high and successful.*

**Key words:** *Emotional Intelligence, Job Performance.*

### **Introduction**

In recent years Emotional Intelligence has been a popular topic of debate in the field of management. An employee with high emotional intelligence becomes a better manager of his or her own impulses, communicate with others effectively, manage change well, solve problems, and use humour to build rapport in tense situations. These employees also have empathy, remain optimistic at adverse situations, have the self-confidence and dynamism even in the face of adversity, and are gifted at educating and persuading in a sales situation and resolving customer complaints in a customer service role. Thus the composure, the clarity and transparency in the thinking and action process are the factors what separate a performer from a non- performer in a work place. Today's workplace is dynamic in nature and is often bound by time deadlines, target meeting, cross-cultural work force, work life imbalances etc. which in turn result in a highly stressed work force. These factors have a negative impact on the general well-being of employees and the effectiveness of an organization. The individual competencies of the workforce are strong determinants of an organization's success. It is imperative to examine how Emotional Intelligence (EI) can be used as a tool, to enhance the competencies of individuals and teams in organizations and help them to successfully perform their jobs.

The study was conducted in a manufacturing company to understand the level of emotional intelligence of their women workers and to analyze the effect of emotional intelligence on the work performance of these women workers. A general understanding of a person's emotional factors would help him/her to direct it in a positive way so as to effectively utilize them in the workplace.

### **STATEMENT OF THE PROBLEM**

Emotional intelligence is a positive state of mind which contributes to a healthy thinking and action. It is directly linked to performance, productivity, morale and job satisfaction of the employees. It also indirectly affects the profitability and performance of the organization.

The study of emotional intelligence, its level of application in the work scenario and its impact on the job performance can help the company to motivate and improve the employee performance, their work satisfaction and retention of their job.

## REVIEW OF LITERATURE

A considerable amount of literatures have been published on emotional intelligence and work performance of employees. Most of these scholarly articles tried to attempt answering various aspects like the extent of application of emotional intelligence in the work place, its outcome etc.

Rahim, Hussain, Saddam (2010) has investigated the effect of demographic factors like Age, Education, Job tenure, Gender and Marital Status on the level of Emotional Intelligence which leads to organizational performance among male and female employees. Research has shown that the female segment is more emotionally intelligent than their male employees in banking sector and there is inverse relationship between the age of the male and female employees and EI. With increase in education level, EI has also improvement in its level. Satisfaction level of employees is also a good determinant of their performance.

Karen Albertsen, et.al (2009) in their study attempted to examine whether exposures in the psychosocial work environment predicted symptoms of cognitive stress in a sample of Danish knowledge workers and whether performance-based self-esteem had a main effect, over and above the work environmental factors. Knowledge workers, selected from a national, representative cohort study, were followed up with two data collections, 12 months apart. Author used data on psychosocial work environment factors and cognitive stress symptoms measured with the Copenhagen Psychosocial Questionnaire and a measurement of performance-based self-esteem. Results: Measures at baseline of quantitative demands, role conflicts, lack of role clarity, recognition, predictability, influence and social support from management were positively associated with cognitive stress symptoms 12 months later. Performance-based self-esteem was prospectively associated with cognitive stress symptoms and had an independent effect above the psychosocial work environment factors on the level of and changes in cognitive stress symptoms.

Lorenzo, Fariselli, et.al (2008) identified healthcare as a complex and stressful environment where interpersonal interactions are of paramount importance. The study finds that in a sample of 68 professional midwives and obstetricians in a large urban hospital, emotional intelligence is strongly predictive of performance (66%), stress is slightly predictive (6% to 24%), and emotional intelligence is predictive of stress management (6.5%). The study elaborates on the first finding to identify the differences of effect in seniority (for the most senior employees the effects are strongest) to which specific emotional intelligence competencies are most significant in the context.

Dong, Qingwen (2007) , conducted a study which was based on a sample of 292 college students shows that interpersonal communication satisfaction can be predicted by individuals' emotional intelligence. Emotional intelligence is operationalized based on Goleman's (1998) conceptualization including self-awareness, self-regulation, motivation, empathy, and social skills. The study suggests that those individuals, who are aware of themselves and others, and who are able to manage themselves and others, tend to satisfy their communication experience with others. However, the study indicates that self-esteem does not have significant impact on college students' interpersonal communication satisfaction. This finding raises possibilities for further investigation in the area.

## OBJECTIVES OF THE STUDY

1. To study and understand the level of emotional intelligence exhibited by women workers based on the emotional intelligence scale developed by the researcher.
2. To study and analyse the extent to which emotional intelligence factors are applied on the job.
3. To study and analyse the effect of emotional intelligence on the work performance of women workers.

## RESEARCH METHODOLOGY

The study was conducted among the women employees of a manufacturing company to understand and analyse the effect of emotional intelligence on work performance of women employees. There were about 170 employees in the organisation out of which 100 employees were selected as sample using convenient sampling technique. Both primary and secondary data were used for the purpose of study. Primary data was collected from the women

employees and supervisors of various departments of the company. Secondary data was collected from company records, websites and magazines.

Data was collected by using two structured questionnaires viz. Women employees and their supervisors from different functional departments. Categorizing of women employees were done into 3 levels, based on the level of emotional intelligence shown according to the scores obtained from the EI questionnaire. Simple percentage technique was used for analyzing and interpreting the data.

## TOOLS OF ANALYSIS

### Chi-square Test

A chi-squared test, also referred to as chi-square test or test, is any statistical hypothesis test in which the sampling distribution of the test statistic is a chi square distribution when the null hypothesis is true, or any in which this is asymptotically true, meaning that the sampling distribution (if the null hypothesis is true) can be made to approximate a chi-squared distribution as closely as desired by making the sample size large enough.

In this study chi-square test is used for:

Testing significant difference between emotional intelligence and performance.

Testing significant difference between age and emotional intelligence.

Testing significant difference between experience and emotional intelligence.

## ANALYSIS AND DISCUSSIONS

### EMOTIONAL INTELLIGENCE SCALE

Daniel Goleman's framework for emotional competence is divided into two categories. First is personal competences, which determines how individual manages himself, this includes self-awareness, self-regulation and self-motivation. The second category is social competencies; this looks at how one manages his relationships and includes empathy and social skills with a purpose (Goleman, 1998). A brief description of each is given below.

1. **Self-awareness;** it is the ability to recognize and understand one's moods, emotions.
2. **Self-regulation;** The ability to control, redirect impulses and moods which means the propensity to suspend judgment to think before acting.
3. **Self-Motivation;** A passion to work for reasons that go beyond money or status that enables individual to pursue goals with energy and enthusiasm.
4. **Empathy;** it is an ability in managing meaningful relationships and building networks; Skills in treating people according to their emotional reactions.
5. **Social skill;** this is a proficiency in managing relationships and building networks i. e. an ability to find common ground and support.

A questionnaire was prepared incorporating these five measures of emotional intelligence aiming to measure the emotional quotient of women workers on a self-analysis mode. Another set of questionnaire was prepared to analyze the performance of each of these workers based on the feedback from their supervisors. The scores of individual workers were calculated based on the EI scale developed by the researcher and they were classified as with high emotional intelligence, average emotional intelligence and low emotional intelligence and the feedback on performance provided by supervisors were compared against.

### Section A

#### Classification of respondents based upon the emotional intelligence questionnaire, taking into consideration five aspects of emotional intelligence scale

**Table A.1 Score of Emotional Intelligence of Employees**

Score obtained	No of respondents (out of 100)
125-100(High emotional intelligence)	22
99-75(Average)	64
74 and below (Low emotional intelligence)	14

*Source : primary data.*

## Interpretation

The above table represents emotional intelligence level of sample employees in the company. 22% of the respondents have scored between 125 and 100 and thus were rated as having high level of emotional intelligence, 64% of respondents have scored between 99 and 75 and were rated as having average emotional intelligence and 14% of the employees scored below 74 thus being rated as with low emotional intelligence. Hence it can be concluded that majority of women employees in the company have average emotional intelligence.

### Section- B

#### Data Analysis based on the Feedback Given by Supervisor of each Respondent

Data obtained for each performance measure was tabulated according to the classification of workers based on their emotional intelligence. The feedback on their work performance attributes were obtained from their supervisors which were compared for the workers categorized under three levels of emotional intelligence.

## ANALYSIS AND DISCUSSIONS

- **Effectiveness of Communication between Supervisors and Employees**

It was found that the workers with high emotional intelligence were regular in their interaction with supervisors, while the respondents with low emotional intelligence were hesitant and rarely interacted with their supervisors. Hence the effectiveness in the interaction between supervisor-employee were found to be satisfactory among category of employees with high emotional intelligence.

- **Effectiveness of Communication with Co-workers**

It is found that the workers with high emotional intelligence were quite effective in their interaction with their colleagues; supporting them, motivating them and helping them achieve their target while the respondents with low emotional intelligence were ineffective and sometimes led to the conflicts in the work place. Hence the effectiveness in communication between employees and their peers were found to be satisfactory among the category of employees with high emotional intelligence.

- **Adherence to Policy Measures, Rules and Regulations**

It is found that the workers with high emotional intelligence often followed the norms, policy , rules and regulations laid down by the company and were a part of smoothening the overall governance of the organization , whereas the workers rated with lower emotional intelligence sometimes did not adhere to these policies or had to forcibly enforced on them.

- **Reporting on Absence and Completion of Work on Time**

It is found that majority of the employees rated as highly emotionally intelligent, completed their task within the time frame and reported their absence promptly with their supervisors. They had always taken up alternative measures to complete their task efficiently on time. The workers with low emotional intelligence were found to be not so prompt in reporting their absence and sometimes could not complete their task on time.

**Table B.1 Overall Performance Rating of the Employees**

Particulars	Workers with high Emotional Intelligence		Workers with average Emotional Intelligence		Workers with low Emotional Intelligence	
	No. Of respondents	% of respondents	No. Of respondents	% of respondents	No. Of respondents	% of respondents
Excellent	19	84	10	16	1	7
Very Good	2	9	15	23	1	7
Good	1	7	34	54	4	29
Average	0	0	5	7	8	57
Below Average	0	0	0	0	0	0
Total	22	100	64	100	14	100

Source: primary Data

### Interpretation

From the above table it can be gathered that among the workers with high emotional intelligence, majority of the workers were excellent performers as rated by their supervisors. The workers with low emotional intelligence were found to be below average performers who lacked self-motivation, enthusiasm, confidence and low profile team players. While the workers with average emotional intelligence was adjudged as good performers.

**Table C.1 Chi Square Test to Test the Relationship between Emotional Intelligence and Performance**

Performance	Emotional Intelligence			
	High EI	Average EI	Low EI	Total
Excellent	12	10	0	22
Good	13	51	0	64
Bad	0	14	0	14
Total	25	75	0	100

Source: Primary data

H0: There is no significant relationship between emotional intelligence and performance

H1: There is significant relationship between emotional intelligence and performance

Degree of freedom= (c-1) (r-1)

$$= (3-1) (3-1)$$

$$= 4$$

**Table C.1A**

O <sub>i</sub>	E <sub>i</sub>	(O <sub>i</sub> -E <sub>i</sub> )	O <sub>i</sub> -E <sub>i</sub>	O <sub>i</sub> -E <sub>i</sub> -0.5	( O <sub>i</sub> -E <sub>i</sub> -0.5) <sup>2</sup>	( O <sub>i</sub> -E <sub>i</sub> -0.5) <sup>2</sup> ÷E <sub>i</sub>
12	5.5	6.5	6.5	6	36	6.54
10	16.5	-6.5	6.5	6	36	2.18
0	0	0	0	-0.5	0.25	0
13	16	3	3	2.5	6.25	0.39
51	48	3	3	2.5	6.25	0.13
0	0	0	0	-0.5	0.25	0
0	0	0	0	-0.5	0.25	0
14	10.5	3.5	3.5	3	9	0.85
0	0	0	0	-0.5	0.25	0

$$\chi^2_{\text{Yates}} = \sum_{i=1}^N \frac{(|O_i - E_i| - 0.5)^2}{E_i}$$

$$= 10.09$$

Table value= 9.49

Since table value is less than calculated value H0 is rejected. Hence there is significant relationship between emotional intelligence and performance.

**Table C.2 To test the Relationship between Age and Emotional Intelligence**

Age	Emotional Intelligence			
	High EI	Average EI	Low EI	Total
<b>Below 20</b>	5	5	0	10
<b>21-30</b>	15	30	0	45
<b>31-40</b>	0	40	5	45
<b>Above 40</b>	0	0	0	0
<b>Total</b>	20	75	5	100

Source: Primary data.

H0: There is no significant relationship between age and emotional intelligence

H1: There is significant relationship between age and emotional intelligence

Degree of freedom= (c-1) (r-1)

= (4-1) (3-1)

= 6

**Table C.2 A**

O i	E i	(O i-E i)	O i-E i	O i-E i -0.5	( O i-E i -0.5)^2	( O i-E i -0.5)^2÷Ei
5	2	3	3	2.5	6.25	3.125
5	7.5	-2.5	2.5	2	4	0.533
0	0.5	-0.5	0.5	0	0	0
15	9	6	6	5.5	30.25	3.36
30	33.75	3.75	3.75	3.25	10.56	0.312
0	2.25	-2.25	2.25	1.75	3.06	1.36
0	9	-9	9	8.5	72.25	8.02
40	33.75	6.25	6.25	5.75	33.06	0.97
5	2.5	2.5	2.5	2	4	1.6
0	0	0	0	-0.5	0.25	0
0	0	0	0	-0.5	0.25	0
0	0	0	0	-0.5	0.25	0

$$\chi^2_{Yates} = \sum_{i=1}^N \frac{(|O_i - E_i| - 0.5)^2}{E_i}$$

=19.28

Table value= 12.6

Since table value is less than calculated value H0 is rejected that is there is significant relationship between age and emotional intelligence.

**Table C.3 To test the Relationship between Experience and Emotional Intelligence**

Experience	Emotional Intelligence			
	High EI	Average EI	Low EI	Total
<b>0-5 years</b>	10	20	5	35
<b>6-10 years</b>	5	25	0	30
<b>More than 11 years</b>	5	30	0	35
<b>Total</b>	20	75	5	100

Source: Primary data.

H0: There is no significant relationship between experience and emotional intelligence

H1: There is significant relationship between experience and emotional intelligence



$$\begin{aligned}\text{Degree of freedom} &= (c-1) (r-1) \\ &= (3-1) (3-1) \\ &= 4\end{aligned}$$

**Table C.3 A**

O i	E i	(O i-E i)	O i-E i	O i-E i -0.5	( O i-E i -0.5)^2	( O i-E i -0.5)^2÷Ei
10	7	3	3	2.5	6.25	0.89
20	26.25	-6.25	6.25	5.75	33.06	1.25
5	1.75	3.25	3.25	2.75	7.56	4.32
5	6	-1	1	0.5	0.25	0.041
25	22.5	2.5	2.5	2	4	0.177
0	1.5	-15	1.5	1	1	0.666
5	7	-2	2	1.5	2.25	0.32
30	26.25	3.75	3.75	3.25	10.56	0.40
0	1.75	-1.75	1.75	1.25	1.56	0.89

$$\begin{aligned}\chi^2_{\text{Yates}} &= \sum_{i=1}^N \frac{(|O_i - E_i| - 0.5)^2}{E_i} \\ &= 8.954\end{aligned}$$

Table value= 9.49

Since table value is more than calculated value H1 is rejected. Hence there is no significant relationship between experience and emotional intelligence.

## MAJOR FINDINGS FROM THE STUDY

- Respondents with high emotional intelligence showed efficient interaction with their supervisors which included seeking their advices and support at the time of need, prompt reporting system, efficient communication attributes etc.
- Respondents with high emotional intelligence maintain effective communication with co-workers, whereas employees with average intelligence showed an average efficiency in their communication effectiveness.
- Respondents with low emotional intelligence showed ineffective communication with co-workers.
- Respondents with high emotional intelligence always achieved the minimum target level specified, whereas the respondents with average and low emotional intelligence sometimes used to underperform.
- Non- monetary awards like recognitions and public appreciation (Performer of the year award) is the main motivating factor for an emotionally intelligent employee whereas the monetary incentives were the main motives for an average and low emotionally intelligent employee.
- It was found that the employees with different emotional intelligence levels showed no discrepancies in the discipline showed at the work place.
- Highly emotionally intelligent employees were rated as excellent performers, while average and lesser emotionally intelligent employees were good/average performers.
- It was found that there was significant relationship between emotional intelligence and performance. A person who was rated as having high emotional intelligence was adjudged as an excellent performer.
- There is significant relationship found between age and emotional intelligence. Hence the level of emotional intelligence matures with age.
- There is no significant relationship between experience and emotional intelligence.

## CONCLUSION

Emotional Intelligence, defined as the ability to monitor one's own and other's feelings and emotions, to discriminate between them, and to use the information to guide one's thinking and actions is the focal point of

most of the organization right now for their man power quality enrichment. This kind of ability includes interaction between feelings and recognition that conduct people to adopt with life/work situation.

The results of this study show a significant relationship between Emotional intelligence and job performance, age and other factors which are some of the vital factors which reflect on the performance aspect. Hence employees with higher Emotional intelligence and skills in emotions control, have more job satisfaction and desirable job performance, because they are more adept at appraising and regulating their own emotions and aware about the influence of emotions on behavior and outcomes. Emotional intelligence may contribute to work performance by enabling people to nurture positive relationship in work, work better in teams and to carry on with a performing and conducive environment where there is spirit of motivation, empathy and self-satisfaction.

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