

EMOTIONAL INTELLIGENCE: FOUNDATION FOR EFFECTIVE PERFORMANCE

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Abstract

Emotional Intelligence is considered to be a very powerful tool to an employee to manage relationships and achieve success at workplace. The study explored its relationship to some of the important psychosocial variables in order to assess what exactly makes this component so useful indeed. The sampling was purposive in nature and included only those who were interested to participate. It followed a co relational design to achieve its aim. The findings indicated potential for business success and increase productivity because people in these organizations share more powerful connections.

Keywords: Emotional Intelligence, Family Conflict, Work Life

Introduction

Emotional intelligence, alternatively known as EI or Emotional Quotient (EQ), reflects an individual's ability to deal with daily environmental challenges and helps predict success in life, both in professional and personal pursuits. EI competencies include empathy, intuition, creativity, flexibility, resilience, stress management, leadership, integrity, happiness and optimism, as well as intrapersonal and interpersonal communication skills. In recent years, significant research has been conducted exploring trust in the workplace. Trust is one of the key issues in understanding how individuals and organisations can cooperatively work together in the absence of formal contractual arrangements and involves coordinating individuals' expectations, interpersonal relationships, and social structures (Hosmer, 1995). Control is another construct that is receiving increasing interest in organizations. A distinction can be made between objective control, subjective control, and the experience of control. In our research subjective control is examined. This can be described as a potential for control or a perception of or a sense of control. It includes having a feeling that there is potential for a controlling response whether or not control is exerted. At the same time an increasing number of researchers argue that emotions are an integral part of organisational life. Indeed the construct of emotional intelligence (Mayer & Salovey, 1997) has been promoted as improving the quality of work life and work performance. Emotional intelligence is comprised of a set of abilities to perceive, identify, understand, and manage emotions (Mayer & Salovey, 1997) and this definition, based on mental ability, is used in this research. The aim of our research is to examine the relationship between trust, control and emotional intelligence in organizations. We outline a cross-sectional study of 224 university students to examine the relationship between emotional

intelligence, subjective trust, self-control and sense of control. While control has previously been seen as the antithesis to trust, we argue that these two constructs can be considered complementary in nature. Indeed our findings show that emotional intelligence (Jordan & Lawrence, 2008) is positively associated with subjective trust (Dunn & Schweitzer, 2005) but not with propensity to trust (Mayer & Davis, 1999). Emotional intelligence is also positively related to sense of control (Shapiro, 1994), desire for control (Shapiro, 1994) and self-control (Tangney, Baumeister, & Boone, 2004). Self-control is positively associated with a positive sense of control (negatively with a negative sense of control) but not with a desire for control. Self-control is also positively related to propensity to trust.

Review of Literature

Carmeli (2003) investigated the relationship of emotional intelligence with work attitudes, behavior and outcomes. Hierarchical regression results indicated that emotionally intelligent managers tend to develop high commitment towards their careers and high affective commitment for the organizations where they work. Emotional intelligence was found positively correlated with job satisfaction and work family conflicts. Cooper (1997), It is a common belief that employees should leave their emotions at the door when they enter the work environment. However, research has revealed that this practice may not be possible or desirable; people with high levels of personal mastery cannot afford to choose between reason and intuition, or head and heart, anymore than they would choose to walk on one leg or to see with one eye. Goleman (1995) research indicates that IQ at best contributes about 20 percent of the factors that determine success in life. Empirical studies have substantiated that, at work, emotional intelligence is associated with work behavior, team work, team satisfaction, customer satisfaction, job satisfaction, work-family conflicts, job stress and concern for quality of goods and services.

Objectives

- To find out the employees opinion towards quality of work life
- To analyze the job satisfaction of employees
- To identify the impact of quality of work life on productivity

Research Design

Research is considered as an endeavor to discover answer to intellectual and practical problems through the application of scientific method to knowable universe. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or a group. Under this study descriptive research design is adopted. When population elements are selected for inclusion in the sample based on the ease of access, it can be called convenient sample. There are two types of data viz., primary and secondary. The primary data are those, which are collected afresh and for the first time, and thus happen to be original in character. The secondary data, on the other data, are those which have already been collected by someone else and which have already been passed through the statistical process. The methods of collecting primary and secondary data differ since; primary data are to be

originally collected, while in case of secondary data the nature of data collection work is merely that of compilation. For this project study questionnaire method is used. For the research study, the researcher used the simple percentages analysis and chi-square method.

Data Analysis & Interpretation

One option was to re-design jobs to have the attributes desired by people, and re-design organisations to have the environment desired by the people. This approach seeks to improve QWL. There is a need to give workers more of a challenge, more of a whole task, more opportunity to use their ideas. Close attention to QWL provides a more humanised work environment. It seeks to employ the higher skills of workers and to provide an environment that encourages them to improve their skills. Finally, it should contribute to, or at least leave unimpaired, workers' abilities to perform in other life roles, such as citizen, spouse and parent. That is, work should contribute to general social advancement. [Tables – 1, 2 & 3]

Result of Hypothesis

H_0 : There is no significant relationship between marital status and Team work.

H_1 : There is significant relationship between marital status and Team work.

S.No	Marital Status	Team work		Total
		Good	Poor	
1	Married	70	12	82
2	Unmarried	12	6	18
	Total	82	18	100

Source: Primary Data

Calculated value = 3.484, Value of 1 degree of freedom @ 5% level of significant = 5.991

Since the calculation value is less than the table value, null hypothesis is accepted. Hence there is no relationship between the marital status and opinions about them work.

H_0 : There is no significant relationship between experience and development programme.

H_1 : There is significant relationship between experience and development programme.

S.No	Experience	Opinion				Total
		Highly Satisfied	Satisfied	Dissatisfied	Highly dissatisfied	
1	1-5 Years	2	6	2	-	10
2	5-10 Years	6	20	9	-	35

3	More than 10 Years	7	29	19	-	55
	Total	15	55	30	-	100

Source: Primary Data

Calculated Value: 1.919, Value of 1 degree of freedom @ 5% level of significant =5.991

Since the calculation value is less than the table value, null hypothesis is accepted. Hence there is no relationship between the experience and development programme.

H_0 : There is no significant relationship between gender and education qualification.

H_1 : There is significant relationship gender and education qualification

S.No	Experience	Gender		Total
		Male	Female	
1	Upto school	50	12	62
2	Graduate	20	2	22
3	PG	6	4	10
4	Diploma	5	1	6
	Total	81	19	100

Source: Primary Data

Calculated value = 4.2931, Value of 6 degree of freedom @ 5% level of significance = 5.991

Since the calculation value is less than the table value, null hypothesis is accepted. Hence there is some relationship between the gender and qualification.

Result Summary

Increasing emotional intelligence can be done by anyone throughout life, but it takes effort and continual practice. The reward is evident in lower stress, higher career achievement and greater satisfaction in all relationships. 82 % of the respondents are married, 62% of the respondents are male, 55% of the respondents have more than 10 years' experience. 75% of the respondents are receiving a salary level of Rs. 20000-25000. 82% of the respondents are satisfied personally from the organization 86% of the respondents are satisfied the organization loyalty towards workers. 75% of the respondents are satisfied with their work atmosphere. 82% of the respondents have a good opinion about the degree of team work among the co-workers in the organization.

Suggestions

The advent of the emotional intelligence phenomenon over the last ten years has shaken traditional views of what it takes to be, for example, an effective leader. Since then, interest in emotional intelligence has increased rapidly, with several popular books being written on the topic describing what it is and how it can impact organizational effectiveness and its relevance to leadership development. For instance, Daniel Goleman has authored and co-authored Emotional Intelligence, Working with Emotional Intelligence, and

Primal Leadership. Overall, future research needs to examine the relationship between emotional intelligence, work experience, and other individual level variables such as conscientiousness that might have an important effect. Further research should examine emotional intelligence and work experience using subjects from a variety of different fields of work. Certain career fields may place a higher emphasize on emotional intelligence abilities than others. And considering that emotional intelligence is key in predicting star performance in the workplace, future research should expand upon this finding. Namely, future research should strive to find a specific emotional intelligence construct that successfully predicts job performance.

Conclusion

Emotional Intelligence is a set of qualities and competencies that captures a broad collection of individual skills and dispositions, usually referred to as soft skills or inter and intra-personal skills, that are outside the traditional areas of specific knowledge, general intelligence, and technical or professional skills. There are strong claims about the contribution of EQ to individual and organizational performance and success. There is consensus among authors on the subject that EQ is learnt behaviour and it follows that one's EQ can continually be improved to meet the challenges of a changing workplace. Hence, to be recognised as being effective, leaders should develop a range of EQ competencies, be able to assess situations intuitively and make sound choices about what is most needed by individuals and the group in a multitude of situations, and then deliver.

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