



EMOTIONAL INTELLIGENCE AND ITS IMPACT ON EMPLOYEE PERFORMANCE

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ABSTRACT:

The study is about the Emotional intelligence of employees, particularly in a manufacturing setting. The purpose of choosing this research is that Emotional Intelligence helps you build stronger relationships, succeed at work, and achieve your career and personal goals. The researcher collected data from renowned textile Manufacturing Industry. It is located in Hosur. Creating a positive work ethic for employees will give the industry many benefits as a great benefit, no absenteeism has a good reputation in the industry. Employee self-awareness, managing emotions, motivating oneself, empathy, and social skills were examined. The researcher used the descriptive method and selected 100 respondents in the form of possible sampling. The researcher found the result, there are more than half of the respondents (51%) are having low levels of emotional intelligence skills. The study also explores the reasons why EI is so important in the workplace and suggests some measures to improve it.

Keywords: Emotional intelligence, self-awareness, managing emotions, motivating oneself, empathy, social skill, stronger relationship, personal goals.

Introduction:

Emotional intelligence is defined as "the subset of human intelligence that involves being able to monitor one's own and others' emotions and feelings, to discriminate among them, and to use such data to guide one's thinking and Action. The purpose of choosing this research is the Emotional Intelligence helps you build stronger relationships, succeed at work and achieve your career and personal goals. It can also help to connect with feelings, turn intention into action. This study aims to identify the relationship between emotional intelligence and employee performance. The study highlights the importance of being emotionally intelligent in the workforce and how emotional intelligence skills can contribute to the performance of the employees. This study aims to investigate how temperament affects worker performance. It attempts to evaluate how emotional intelligence (EI) affects worker performance and how EI advances organizational success. Finding evidence of a beneficial correlation between employee performance and emotional intelligence is the study's intended goal. It will contribute to the reservoir of knowledge already available on emotional intelligence and how it affects worker performance. Moreover, it will offer suggestions on how companies may help workers become more emotionally intelligent in order to raise productivity.

Review of Literature :

International Review

A study on the "Emotional intelligence and employee performance" explored the relationship between employee performance and emotional intelligence in Pakistan's higher education system. It emphasizes the importance of emotional intelligence in enhancing productivity and performance. The research used a cross-sectional survey and a structured questionnaire to survey 300 employees in Pakistan's higher education institutions. The results showed that employees with higher emotional intelligence perform better. The study also suggests that emotional intelligence training can improve performance and productivity in higher education institutions (Abbasi, 2020).

A Study on "Relating Emotional Intelligence to Worker Outcomes: Examining the Mediating Function of Job Contentment" this study highlights the importance of emotional intelligence in improving employee performance and job satisfaction. The findings suggest that organizations should prioritize emotional intelligence training for their employees to enhance their understanding of emotions, better manage their own emotions, and empathize with others. This, in turn, can improve job satisfaction and ultimately, employee performance. Further research is needed to explore the impact of emotional intelligence training on job satisfaction and employee performance in different sectors and cultures. Simple random selection is used to choose the 207-person sample size. The study's findings indicate that there is a positive and substantial correlation between all aspects of emotional intelligence and worker performance. Furthermore, there is substantial proof of the mediation effect of work satisfaction (Maharvi, 2022).

National Reviews:

The study about “The impact of emotional intelligence in times of crisis on workers' participation, creativity, and well-being” The study findings suggest that organizations should focus on developing EI skills in their employees to enhance their well-being, stimulate creativity and increase engagement in project teams. By promoting EI, organizations may be able to create more cohesive and effective project teams that can work together towards achieving common goals. The study also highlights the importance of providing EI training and development opportunities to employees, It may be advantageous to the staff members as well as the company overall. Questionnaires that respondents self-administered were used to gather primary data. The SPSS program was used to analyze the data based on a sample size of 101 respondents. The results showed that engagement, creativity, and well-being of employees were the three factors that were most strongly impacted by EI (Singh, 2023).

The study about “The Influence of Employee Intelligence on Work Performance” investigates the impact of employee intelligence on work performance. It measures intelligence using cognitive ability tests and assesses performance using supervisor ratings and objective metrics. The research involving 250 employees from various industries, found a significant positive relationship between intelligence and work performance, particularly for complex jobs and experienced employees. Cognitive ability tests were found to be more effective predictors of work performance than years of experience or educational level (Adams, 2020).

Significance of the Study :

Research on the relationship between worker performance and emotional intelligence (EI) is crucial. To begin with, it can help businesses assess the emotional intelligence (EI) of competencies needed for various job categories in order to enhance employee recruitment, selection, training, and development. Second, it can help managers comprehend how to apply emotional intelligence (EI) to boost employee engagement, foster a positive organizational culture, and improve the work environment. Thirdly, it can help companies create employee evaluation programs that consider emotional intelligence (EI), which will improve performance management procedures. Finally, by using the knowledge gathered from the study to create coaching and mentoring programs to raise employee EI, firms can use the research to assist in developing focused interventions to enhance employee performance. Understanding the impact of emotional intelligence on employee performance is crucial for employers and human resources professionals. By recognizing the importance of emotional intelligence in the workplace, employers can create more effective training programs and hire employees with the necessary emotional intelligence to be successful in their roles.

Aim

To understand how the emotional intelligence impacts the working life among employees.

Objectives

- To study about self – awareness level among the employees
- To study how employees, manage their emotions
- To find out the self-motivated employees
- To measure the empathy among employees
- To assess the social skills among employees

Methodology :

This study was conducted in renowned textile manufacturing industry in Hosur, Tamil Nadu. This study was done in quantitative nature using the descriptive design to describe how the emotional intelligence impacts the work-life of employees. Self-structured questionnaire was used to collect data using simple random sampling technique. Totally 100 employees were selected for this study. SPSS software was used to process the data.

Analysis and Interpretation:

Table 1:
Distribution of Respondents based on Emotional Intelligence

Overall Emotional Intelligence	Low	Percentage	High	Percentage
Self-Awareness	54	54.0	46	46.0
Managing Emotions	55	55.0	45	45.0

Motivating Oneself	57	57.0	43	43.0
Empathy	53	53.0	47	47.0
Social Skill	51	51.0	49	49.0
Overall Emotional Intelligence	51	51.0	49	49.0

From the presented table, it is revealed that more than half (54.0%) of the respondents have a low level of self-awareness factor and more than two-fifth (46.0%) of the respondents have high level of self-awareness on emotions and it is revealed that more than half (55.0%) of the respondents have a low level of Managing Emotions factor and more than two-fifth (45.0%) of the respondents have high level of Managing Emotions factor and it shows more than half (57.0%) of the respondents have a low level of Motivating Oneself on emotion and more than two-fifth (43.0%) of the respondents have high level of Motivating Oneself on emotion and more than half (53.0 %) of the respondents have a low level of Empathy on emotion and less than half (47.0 %) of the respondents have high level of Empathy on emotion and more than half (51.0 %) of the respondents have a low level of Social Skill on emotion and Almost half (49.0 %) of the respondents have high level of Social Skill on emotion and it is inferred that, more than half (51.0%) of the respondents have low Emotional intelligence and Almost half (49.0%) of the respondents have high Emotional intelligence.

Table 2:
Gender of the Respondents with regard to Various Dimension of Emotional Intelligence

S.No	Gender of the respondents	N	Mean	Std. Deviation	Std. Error Mean	df	Statistical Inference
1.	Male	30	20.90	4.513	.824	98	t=0.215 P>0.05 Not Significant
	Female	70	19.47	5.532	.661	66.737	
2.	Male	30	22.70	4.843	.884	98	t=0.359 P>0.05 Not Significant
	Female	70	21.71	4.976	.595	56.324	
3.	Male	30	20.533	4.4855	.8189	98	t=0.930 P>0.05 Not Significant
	Female	70	20.457	3.6819	.4401	46.535	
4.	Male	30	19.567	3.8389	.7009	98	t=0.408 P>0.05 Not Significant
	Female	70	18.800	4.3857	.5242	62.322	
5.	Male	30	19.53	4.960	.906	98	t=0.958 P>0.05 Not Significant
	Female	70	19.59	4.402	.526	49.511	
6.	Male	30	103.23	18.163	3.316	98	t=0.889 P>0.05 Not Significant
	Female	70	100.03	15.766	1.884	55.798	

From the presented table we can infer that, there is no significant relationship between the Gender of the respondents and the dimensions of the study which include Self-Awareness, Managing Emotions, Motivating Oneself, Empathy, and Social Skill and overall emotional Intelligence.

H0: There is no significant difference between employee's gender and self-awareness.

H1: There is significant difference between employee's gender and self-awareness.

Result: Independent Sample 't' test was applied to the variances and it was evident that there is no significant difference between the Gender of the respondents and with regard to the self-awareness. Hence, null hypothesis is accepted.

Table 3:
Types of Family Setup of the Respondents with regard to Various Dimensions of Emotional Intelligence

S.No	Type of Family	N	Mean	Std. Deviation	Std. Error Mean	df	Statistical Inference	
1.	Self-Awareness	Nuclear Family	45	18.56	3.835	.572	98	t=0.020 P<0.05 Significant
		Joint Family	55	21.00	6.009	.810	92.892	
2.	Managing Emotions	Nuclear Family	45	21.56	5.220	.778	98	t=0.407 P>0.05 Not Significant
		Joint Family	55	22.38	4.700	.634	89.604	
3.	Motivating Oneself	Nuclear Family	45	20.133	4.2672	.6361	98	t=.426 P>0.05 Not Significant
		Joint Family	55	20.764	3.6207	.4882	86.616	
4.	Empathy	Nuclear Family	45	18.000	4.1560	.6195	98	t=0.027 P<0.05 Significant
		Joint Family	55	19.873	4.1278	.5566	93.866	
5.	Social Skill	Nuclear Family	45	20.13	5.034	.750	98	t=0.265 P>0.05 Not Significant
		Joint Family	55	19.11	4.104	.553	84.495	
6.	Overall Emotional Intelligence	Nuclear Family	45	98.38	16.286	2.428	98	t=0.153 P>0.05 Not Significant
		Joint Family	55	103.13	16.503	2.225	94.587	

The above table states that there is a significant relationship between the type of family of the respondents and the dimensions of the study includes; Self-Awareness, Empathy. It can be also observed from the given table that there is no significant relationship between the Nuclear and joint family of the respondents and the dimensions of the study which includes Managing Emotions, Motivating Oneself, Social Skill and overall emotional Intelligence.

H0: There is no significant difference between employee emotional type of family and Empathy

H1: There is a significant difference between employee emotional type of family and Empathy

Result: T- test was applied to the variables and it is evident that there is significant difference between the type of the family and Empathy. Hence the research hypothesis is accepted and the null hypothesis is rejected.

Table 4:
One-way analysis of Domicile of the respondents with regard to the various dimensions of Emotional intelligence

S.No	Variable	Sum of Squares	df	Mean Square	F	Statistical Inference	
1.	Self-Awareness	Between Groups	191.815	2	95.908	3.644	F=0.030 P<0.05 Significant
		Within Groups	2553.185	97	26.321		
		Total	2745.000	99			

2.	Managing Emotions	Between Groups	38.568	2	19.284	.789	F=0.457
		Within Groups	2370.422	97	24.437		P>0.05
		Total	2408.990	99			Not Significant
3	Motivating Oneself	Between Groups	39.625	2	19.812	1.299	F=0.277
		Within Groups	1479.335	97	15.251		P>0.05
		Total	1518.960	99			Not Significant
4.	Empathy	Between Groups	62.705	2	31.352	1.785	F=0.173
		Within Groups	1704.205	97	17.569		P>0.05
		Total	1766.910	99			Not Significant
5.	Social Skill	Between Groups	25.924	2	12.962	.621	F=0.540
		Within Groups	2024.586	97	20.872		P>0.05
		Total	2050.510	99			Not Significant
6.	Overall Emotional Intelligence	Between Groups	857.942	2	428.971	1.596	F=0.208
		Within Groups	26077.048	97	268.836		P>0.05
		Total	26934.990	99			Not Significant

The presented table reveals that, there is significant difference between the Domicile of the respondents and the dimension of the study which include; Self-Awareness, and there is no significant difference between the domicile of the respondents and the other dimension of Managing Emotions, Motivating Oneself, Empathy, Social Skill and overall emotional intelligence.

H0: There is no significant difference among employee's domicile and Self -awareness

H1: There is a significant difference among employee's domicile and Self -awareness

Result: F- test was applied to the variables and it is evident that there is significant difference among employee's domicile and Self –awareness Hence the research hypothesis is accepted and the null hypothesis is rejected.

Table 5:

Karl Pearson's Co-efficient of Correlation between the Age of the Respondents with regard to the various dimensions of Emotional intelligence

S.No	Dimension	Correlation Values	Statistical Inference
1.	Overall Self-Awareness	0.171	P>0.05 Not Significant
2.	Managing Emotions	0.190	P>0.05 Not Significant
3.	Motivating Oneself	0.067	P>0.05 Not Significant
4.	Empathy	0.003	P>0.05 Not Significant
5.	Social Skill	0.170	P>0.05 Not Significant
Overall Emotional Intelligence		0.175	P>0.05 Not Significant

**Correlation is significant at the 0.01 level

*Correlation is significant at the 0.05 level

From the presented table we can infer that, there is no significant relationship between the age of the respondents and the dimensions of Self-Awareness, Managing Emotions, Motivating Oneself, Empathy, Social Skill and overall emotional intelligence.

H0: There is no relationship between the employee's age and self – motivation.

H1: There is a relationship between the employee's age and self – motivation.

Result: There is no relationship between the employee's age and self – motivation.

Table 6:

Karl Pearson's Co-efficient of Correlation between the Salary of the Respondents with regard to the various dimensions of Emotional intelligence

S.No	Dimension	Correlation Values	Statistical Inference
1.	Overall Self-Awareness	.197	P>0.05 Not Significant
2.	Managing Emotions	.449**	P>0.01 Significant
3.	Motivating Oneself	.401**	P>0.01 Significant
4.	Empathy	.303**	P>0.01 Significant
5.	Social Skill	.304**	P>0.01 Significant
	Overall Emotional Intelligence	.710**	P>0.01 Significant

**Correlation is significant at the 0.01 level

*Correlation is significant at the 0.05 level

From the presented table we can infer that, there is no significant between the Salary of the Respondents and the dimensions of Self-Awareness and there is significant difference between the dimensions of study which include Managing Emotions, Motivating Oneself, Empathy, Social Skill and overall emotional intelligence.

H0: There is no correlation between salary of the employee and Self-awareness.

H1: There is a correlation between salary of the employee and Self-awareness.

Result: Correlation was applied to the variables and it is evident, there is significant relationship between salary of the employee and Managing emotions.

Suggestions:

The recommendations of this study are based on some of the major findings. Additionally this studies have shown the importance of Emotional Intelligence in the industry.

Suggestions to Manufacturing Industries:

1. Organize workshops and seminars to educate employees on emotional intelligence, its importance, and ways to enhance their EI skills.
2. Foster an environment that promotes open and honest communication, allowing employees to express their feelings and concerns without fear of judgment.
3. Implement programs that help employees recognize and understand their emotions, as well as the emotions of their colleagues, to improve empathy and interpersonal relationships.
4. Organize team-building activities and social events to encourage bonding, trust, and collaboration among employees.
5. Offer training sessions on effective conflict resolution techniques, focusing on active listening, empathy, and collaboration.
6. Provide resources and support for mental health and well-being, including counseling services and stress management programs.

Suggestions to Employees:

1. Take time for self-reflection to understand one's own emotions, triggers, and behavioural patterns.
2. Take advantage of training opportunities provided by the organization to enhance EI skills and knowledge.

3. Make an effort to understand and empathize with colleagues' perspectives and emotions, especially in challenging situations.
4. Develop strong communication skills, including active listening, clear expression of thoughts and feelings, and the ability to provide constructive feedback.
5. Learn and practice stress management techniques to maintain emotional well-being in the workplace.
6. Be open to receiving feedback from colleagues and supervisors, and use it as an opportunity for growth and development.
7. Develop skills for resolving conflicts constructively and peacefully, focusing on finding mutually beneficial solutions.
8. Establish healthy boundaries to maintain emotional balance and prevent burnout in the workplace

Conclusion:

In the organization, Emotional intelligence is crucial. Aspect. The study categorized various aspects to determine the emotional intelligence level of workers in the manufacturing sector. Everyone's daily behaviour is influenced by their emotions, which are significant mental states. Many times a day, take notes on an employee's emotions and responses to aid in self-awareness learning. Taking this initial step is crucial. After recognizing the emotions of the employees as a source of knowledge, objectively assesses their feelings. Consider the effects of the employee's emotional response and design a solution that benefits the company. The last stage is to build a positive rapport with them and ensure that the connection proceeds as intended after addressing their feelings. For employees within the company, emotional intelligence is important. Through this paper, readers now have a greater awareness of the numerous causes of emotion as well as improved emotional regulation. Handling emotions is an important requirement for a HR for himself and among the employees as well. This will help to increase organizational commitment, improve productivity, efficiency, retain best talent and motivate the employees to give their best.

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