



An Empirical Approach on the Role of Managing Emotional Intelligence at Work Place

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Abstract:

This article aims at investigating the effect of emotional intelligence at workplace of the individuals from a theoretical viewpoint. As such, these probes can be a kind of help for managers and researchers to realize better. It can also assist the organization practitioners to have a better understanding of the relationship of employees in the work place. The capacity to oversee sentiments and handle pressure is another part of enthusiastic insight that has been observed to be imperative for progress. Enthusiastic insight has as a lot to do with realizing when and how to express feeling as it does with controlling it. Empathy is an especially vital part of passionate knowledge. Feelings are increasingly effective in work just as in public activities.

1. INTRODUCTION ABOUT THE STUDY

“Emotional Intelligence is the ability to sense, understand, value and effectively apply the power of emotions as a source of human energy, information, trust, creativity and influence”
-DANIEL GOLEMAN

Emotional Intelligence (EI) must somehow combine two of the three states of mind cognition and affect, or intelligence and emotion. Emotional intelligence refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while other claim it is an inborn characteristic. A number of testing instruments have been developed to measure emotional intelligence, although the content and approach of each test varies. If a worker has high emotional intelligence, he or she is more likely to be able to express his or her emotions in a healthy way, and understand the emotions of those he or she works with, thus enhancing work relationships and performance. Emotional Intelligence is not about being soft! It is a different way of being smart - having the skill to use his or her emotions to help them make choices in the moment and have more effective control over themselves and their impact on others. Emotional Intelligence allows us to think more creatively and to use our emotions to solve problems. Emotional Intelligence probably overlaps to some extent with general intelligence. The emotionally intelligent person is skilled in four areas: Identifying emotions, using emotions, understanding emotions, and regulating emotions.

1.1 SCOPE OF THE STUDY

The scope of the study is to increase the employees emotional intelligence at work place and to help in future why some employees are outstanding performers while others are not. Emotional Intelligence calls for recognizing and understanding of the issues in the organizations on the basis of the results organization can choose a strategy and actions to improve the performance of their employees.

1.2 NEED FOR THE STUDY

Emotional Intelligence helps the employees to increase their emotional self-awareness, emotional expression, creativity, increase tolerance, increase trust and integrity, improve relations

within and across the organization and thereby increase the performance of each employee and the organization as a whole. “Emotional intelligence is one of the few key characteristics that gives rise to strategic leaders in organizations”. Emotional intelligence plays a significant role in the organization and becomes an important criterion of evaluation for judgment of an effective employee, increases productivity and trust within and across the organization.

1.3 OBJECTIVE OF THE STUDY

The objectives of the study are as follows as:-

1. To investigation the co-connection b/w passionate knowledge and overseeing pressure.
2. To discover the knowledge and feeling of anxiety at IBM.
3. To propose measures and decrease the passionate knowledge and feeling of anxiety.
4. To analyze sex separation of passionate knowledge assumes an imperative job in overseeing worry at working environment.

1.4 RESEARCH METHODOLOGY:

The study has been carried out by questionnaire-based data. Simple Random Sampling has been adopted to collect the samples. The methodology used for this research is Percentage Analysis and Chi- Square method.

1.5 LIMITATIONS OF THE STUDY:

- The number of samples collected is only in and around Bangalore.
- There was a lot of time constraint.
- Some respondents were not willing to answer the questions.

2. REVIEW OF THE LITERATURE

Goleman (2004) conceives that passionate insight is an expertise that any individual who possesses it attempts to control his existence with mindfulness and enhance it with self-administration and sees its belongings through compassion or by dealing with the relations he endeavors to enhance his or others’ moral. Mayer et al., (2001) imagine that passionate insight is the capacity of perception (Gardner, 2005), assessment and

communicating feelings, the capacity of controlling feelings to enhance the development of feeling and apportion. **Bar-On (2000)** has expressed that enthusiastic insight is a factor of capacities, amplexness, and obscure aptitudes that influences the capacity of individual to prevail with regards to beating pressure and ecological pressure. Passionate insight is the capacity of communicating feeling, communicating, comprehension, and estimation control. A representative with high enthusiastic knowledge can manage workplace stress. (Cooper, C.L., et al., 2001). Fundamentally adds to diminishing word related worry by better recognizing sentiments of disappointment and stress and, therefore, controlling those feelings (Cooper and Sawaf, 1997). **Slaski and Cartwright (2002)** found that supervisors high in enthusiastic insight uncovered less abstract pressure and would be advised to physical and mental prosperity. Also, Gardner and Stough (2003) uncovered negative connection among EI and word related pressure. In another investigation, Bar-On et al. (2000) demonstrated that cops scored fundamentally higher on passionate insight were less helpless against experienced pressure and better adapted to it. **Thusly, Reilly (1994)** in an investigation of emergency clinic medical attendants distinguished negative relationship among's EI and burnout disorder. Correspondingly, Duran and Extremera (2004), in their investigation incorporating experts utilized in establishments for individuals with scholarly handicaps, uncovered a critical connection between enthusiastic knowledge and burnout disorder, and individual achievement specifically. **Abraham (2000)** pondered that the social aptitudes segment of Emotional Intelligence is identified with constructive relational relationship and it builds the sentiment of employment fulfillment and diminishes the word related pressure, and further expressed that these social abilities cultivate systems of social connections which thus increment a representative duty to the association. **Chabungbam (2005)** upheld that by creating Emotional shrewd one can assemble an extension among stress and better execution. The impacts of pressure are expensive to both association and worker, whenever left unattended inside a given casing of time. Normal organization of Emotional insight

capacities can help representatives at working environment to control driving forces and persevere notwithstanding dissatisfaction and snags keep negative feelings from swapping the capacity to think, feel inspired and sure and precisely see feelings, to sympathize coexist well with others.

3. ANALYSIS AND INTERPRETATION

Tools used for this study are:

1. Percentage method
2. Chi-square method

3.1 PERCENTAGE METHOD

Percentage analysis is a statistical tool which is used to identify the percentage from the respondent's response to a single question which are the accounted samples. It is used to compare the relative terms and distributions of two or more data.

$$\text{PERCENTAGE} = \frac{\text{Number of Respondents}}{\text{Total Number of Respondents}} \times 100$$

3.2 CHI-SQUARE TEST

Chi-Square test enables the researcher to find out whether the divergence between expected and actual frequencies is significant or not.

$$\text{CHI-SQUARE} = \frac{(\text{Oij} - \text{Eij})^2}{\text{Eij}}$$

Where,

Oij - observed value

Eij - expected value

Eij = Row total × column total / Grand Total

Degree of Freedom = (C-1) × (R-1)

Where, C = No of Column

R = No of Row

PERCENTAGE ANALYSIS

Table.3.1.1 Gender Wise Representation

Option	Male	Female	Total
No: of Respondents	16	34	50
Percentage (%)	32	68	100

Interpretation: From the above table, shows that 32% of the respondents are males and 68% are females. So, we conclude that majority (68%) of the respondents are Females.

AGE WISE REPRESENTATION

Table 3.1.2

Option	20-30 years	30-40 years	40-50 years	Total
No of Respondents	31	15	4	50
Percentage (%)	62	30	08	100

Interpretation: From the above table, shows that 62% of the respondents are under the age group of 20-30 years, 30% are under 30-40 years of age group, 8% of the respondents are

between 40-50 year of category. We conclude that majority 62% of the respondents are in the age group between 20-30 years of category.

CHI-SQUARE ANALYSIS

Chi-Square Table 3.2.1. Relationship between gender of the respondents and the opinion on preference for emotional intelligence.

Ho: There is no significant difference between the gender and the opinion on preference for emotional intelligence.

Degree of Freedom	Calculated Value	Table Value	Level of Significance	Accepted/Not Accepted
4	2.463	0.711	5%	Not Accepted

Interpretation: The table value is lesser than the calculated value. Therefore, the null hypothesis is rejected and there is a significant difference between the gender of the respondents and the opinion on preference for Emotional Intelligence.

Chi-square table 3.2.2. Relationship between age of the respondents and the opinion on factors influencing for the emotions at workplace.

Ho: There is no significant difference between the age of the respondents and the opinion on factors influencing for the emotions at work place.

Degree of Freedom	Calculated Value	Table Value	Level of Significance	Accepted/Not Accepted
12	22.522	5.226	5%	Not Accepted

Interpretation: The table value is lesser than the calculated value. Therefore, the null hypothesis is rejected and there is a significant difference between the age of the respondents and the opinion on factors influencing for the emotions at workplace.

Chi-square Table 3.2.3 relationship between area of residence of the respondents and their opinion about loyalty in their workplace.

Ho: There is no significant difference between the area of residence of the respondents and their opinion about loyalty in their workplace.

Degree of Freedom	Calculated Value	Table Value	Level of Significance	Accepted/Not Accepted
4	0.422	0.711	5%	Not Accepted

Interpretation: The table value is lesser than the calculated value. Therefore, the null hypothesis is rejected and there is a significant difference between the area of residence of the respondents and their opinion about loyalty in their workplace.

Chi-square Table 3.2.4. Relationship between age of the respondents and their opinion for improvements needed by the company

Ho: There is no significant difference between the age of the respondents and their opinion for improvements needed by the company.

Degree of Freedom	Calculated Value	Table Value	Level of Significance	Accepted/Not Accepted
2	0.136	0.352	5%	Not Accepted

Interpretation: The table value is lesser than the calculated value. Therefore, the null hypothesis is rejected and there is a significant difference between the age of the respondents and their opinion for improvements needed by the company.

Chi-square Table 3.2.5. Relationship between area of residence of the respondents and opinion about the emotional intelligence by the company.

Ho: There is no significant difference between the area of residence of the respondents and opinion about the emotional intelligence by the company.

Degree of Freedom	Calculated Value	Table Value	Level of Significance	Accepted/Not Accepted
6	2.335	1.635	5%	Not Accepted

Interpretation: The table value is lesser than the calculated value. Therefore, the null hypothesis is rejected and there is a significant difference between the area of residence of the respondents and opinion about the emotional intelligence by the company.

4. FINDINGS SUGGESTIONS AND CONCLUSIONS

FINDINGS

• The three major behaviors of work that interferes with personal life were unhappiness with the amount of time for non

– work activities followed by missing personal activities due to work and putting personal life on hold because of work.

• The two major factors impacting work – life balance of employees are feeling exhausted at the end of days work and

quitting their jobs or taking a career break because of work-life balance issues.

- The major work related factor interfering with personal life were, carrying cell phone or a pager so that the employees can be reached after normal business hours and checking email or voice mail at home after returning from work.

- The highest difference was noticed in Work from home all the time, followed by part time work. The least difference was found in paid leave of absence for education and paid paternity leave. In case of paid maternity leave the prevalence of it was found to be higher than the awareness of the work-life balance programs.

- Significant differences were found between gender and work interference with personal life, work related factors interfering with personal life and level of risk to an employee's position with the usage of work-life balance programs. All the three variables were higher for men as compared to women.

- Significant differences were found between marital status and work related factors interfering with personal life and likelihood of usage of work-life balance programs. Work related factors interfering with personal life were higher for married professionals as compared to single or unmarried professionals.

- Significant differences were found between management level and work interference with personal life, factors impacting work – life balance and work related factors interfering with personal life. Work interference with personal life was highest for professionals at the middle management level and lowest for junior level management. Factors impacting work – life balance was highest for both junior and middle management professionals and lowest for senior management professionals

SUGGESTIONS

The study was vast and thus there are sections that can be selected for intensive research. Bound by time and place, the sample and the scope of the study were limited; however, the purpose was to gain a greater understanding of the phenomenon under investigation.

Future research can be around the following:

- Research should be conducted in further understanding the degree of impact of the identified seven emotional intelligence competencies as predictor of success and further studying the other emotional intelligence competencies

- Further research should be conducted dealing with the importance of incorporating emotional intelligence in the various organizations and academics

- Research should also be conducted on assessing the relationship between leadership and emotional intelligence

- Research should be conducted in studying in detail the most relevant jobs in which EQ competencies make up the critical elements for effective performance

5. CONCLUSION

Work-Life Balance of IT employees is an issue that has attracted the interest of researchers, educationists and the leaders of the IT world. Managing both professional and personal life effectively and efficiently has become a major challenge for the IT employees. IT organizations need to make efforts to develop effective work – life balance policies and encourage their

employees to make use of the available policies. This will help increase organizational commitment, improve productivity, efficiency, retain best talent and motivate the IT employees to give their best. This study confirms that both emotional intelligence and work-life balance together create organizational success and develop competitive advantage for IT organizations. Thus the human resources team and the leadership team of IT organizations should take the initiative of enhancing and improving the emotional intelligence skills of their employees. Improved emotional intelligence skills will help an individual understand and manage the emotions of one and others better which will lead to high quality service delivery. It is therefore imperative for IT administrators to strive to create a bridge between emotional intelligence and work-life balance in IT organizations. Emotional intelligence is an effective way to integrate, enhance and provide better work and family life. Understanding the potential and the talent that their employees bring in and ensure the articulation of difference that employees bring to the work place and value them to make it a part of the organizational success. IT leaders should focus on developing, formulating and implementing, better work – life balance policies in order to build a sustainable and enriching organization. Nurturing emotional intelligence and to make employees feel values must be adopted by IT leaders. IT organizations should come up with effective and efficient worklife balance policies and programs and foster an organizational culture that supports the use of available policies is also of great importance. This will help reduce the work – life conflict for IT employees. Further IT leaders should take initiative to improve the emotional intelligence competencies of their employees as it plays a significant role in the kind of work an employee produces, and the relationship he or she enjoys in the organization and improve individual and organizational performance.

6. REFERENCE

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