



## A Conceptual Study on Emotional Intelligence and Job Performance

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### ABSTRACT

*Emotional Intelligence (EI) is considered to be the most important determinant of success in professional and personal life among human beings. The main purpose of this paper is to study the impact of emotional intelligence on Job performance. If the employees know their own emotion and are able to manage them effectively, they can work more efficiently and be more productive to the organization. Employees will also recognize and appreciate others colleagues. Emotionally intelligent people are highly satisfied from their jobs. The conclusions and associations of the research discussed were with reference to the previous findings*

**KEYWORDS :** Emotional Intelligence, Job Performance and Organisation

### Introduction

Educational Institutions and organizations have to embark on future oriented human resources strategies. It could be argued that the individual competencies of the workforce in any organisation would determine its overall success. This success, among other things, may be attributed to the socio-behavioural characteristics and adjustments these individuals have to make in their job-role and position-power to gain common ground in any organisational setting. Therefore the concept of Emotional Intelligence (EI) is playing a vital role in every organization which describes the ability, capacity, skill or, in the case of the trait EI model, a self-perceived ability, to identify, assess, and manage the emotions of one's self, of others, and of groups.

The components of Emotional Intelligence like Self Awareness, Self Management, Relationship Management, and Social Awareness were considered to analyze the potency of Emotional intelligence of the employees. A single individual can collapse the emotion of a group and similarly the single individual can also convey how one can effectively manage one's emotions to a group of audience. The other factors that affect job performance is relations and communication between management and employees. After reviewing the literatures it has been found that Emotional intelligence is positively correlated with the Job performance. A healthy relationship between management and employees also lead to increase in employee's performance and thereby leading to enhancing organization commitment. In order to improve administrative performance and practices it is necessary to develop Emotional Intelligence competencies in persons. The present paper is conceptual, analytical paper may provide more accurate results according to variables measurement. The emotional intelligence constraints are also important for organization productivity, social awareness, self-management and self-awareness. It was finally found that, it was effective personal competencies which play a vital role in emotional intelligence, leads to job satisfaction, that lead to organizational commitment that further leads to reduction in turnover intention, thereby enhancing the value and efficiency of the human resources.

### Emotional Intelligence

Emotional intelligence (EQ) is the ability to identify, use, understand, and manage emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges, and defuse conflict. Emotional intelligence impacts many different aspects of your daily life, such as the way you behave and the way you interact with others.

If you have high emotional intelligence you are able to recognize your own emotional state and the emotional states of others, and engage with people in a way that draws them to you. You can use this understanding of emotions to relate better to other people, form healthier relationships, achieve greater success at work, and lead a more fulfill-

ing life.

### Dimensions of Emotional Intelligence:

1. Appraisal and expression of emotion in the self [SEA].

This relates to the individual's ability to understand their deep emotions and be able to express these emotions naturally. People who have great ability in this area will sense and acknowledge their emotions well before most people.

2. Appraisal and recognition of emotion in others [OEA].

This relates to peoples' ability to perceive and understand the emotions of those people around them. People who are high in this ability will be much more sensitive to the feelings and emotions of others as well as reading their minds.

3. Regulation of emotion in the self [ROE].

This relates to the ability of people to regulate their emotions, which will enable a more rapid recovery from psychological distress.

4. Use of emotion to facilitate performance [UOE].

This relates to the ability of individuals to make use of their emotions by directing them towards constructive activities and personal performance.

### Attributes of Emotional Intelligence:

- Self-awareness
- Self-management
- Social awareness
- Relationship management

### The Effects of Emotional Intelligence on Job Performance

Organizations are the best settings that require interpersonal interaction. Most of these interactions are related to the performance of job duties, for example, serving customers, receiving instructions and reporting to supervisors, or cooperating and coordinating with colleagues etc., Employees with high levels of EI are those who can make use of the antecedent- and response-focused emotional regulation effectively, and master their interactions with others in a more effective manner.

Emotional intelligence is a set of competencies where personal competence and social competence plays a vital role in directing and controlling one's feelings towards work and efficiency at work. These competencies are the major factors and his ability to control and manage his moods and impulses on the job. In a work situation, performance of the employees depends on working with group of people with different ideas, suggestions, and opinions. Effective use of emotional intelligence gives better team harmony. Leaders, in particular, need high emotional intelligence, because they represent the organization to the customers, they interact with the highest num-

ber of people within and outside the organization and they set the tone for employee morale. Leaders with high emotional intelligence are able to understand their employee's needs and provide them with constructive feedback. Success in sales requires emotional intelligence ability to understand the customer and provide service to customers. Emotional intelligence was used in organization supports in identification of employees' emotional intelligence level and its impact on employee performance on the job.

Emotional intelligence represents a set of competencies that perceive, understand and regulate emotions in one-selves and in others. These emotional competencies are learned capabilities based on the level of emotional intelligence that lead to superior efficiency in performance. The emotional intelligence model developed by Daniel Goleman is used widely to understand the emotional intelligence of the employees in most of the organization. According to Daniel Goleman, emotional intelligence can be organized into four dimensions representing the recognition of emotions in one-selves and in others, as well as the regulation of emotions in ourselves in others.

El is directly related to performance. These studies, together with the Goleman's observation that EI is related to job performance, lead to the first proposition:

Proposition P1: Greater the Emotional intelligence greater in job performance.

EI should also be related to other affective job outcomes such as job satisfaction, organizational commitment, and turnover intention. The ability to apply antecedent and response-focused emotion regulation should enable employees to have better relationships with co-workers and supervisors, as well as greater satisfaction in their jobs. The continual presence of positive emotional states of the employees will also lead to positive affection towards the work environment and the organization. As a result, the positive experience on the job and positive affective emotions also should make employees more committed to the organization and less likely to leave their jobs. Therefore, following the arguments lead to proposition that:

Proposition P2: Higher the Emotional intelligence higher is the job satisfaction. Proposition P3: Increase in Emotional intelligence lead to increase in organizational commitment.

Proposition P4: Higher the job satisfaction, higher the organizational commitment.

Proposition P5: Increase in Emotional intelligence leads to decrease in turnover intention.

While the above arguments about the effects of EI on job outcomes may be reasonable, it is difficult to argue that the effects of EI on job outcomes will be the same across job categories. There are many jobs that require extensive interaction with customers (e.g., in service industries) or co-workers (e.g., team-oriented jobs). In contrast, job incumbents in other occupations may undertake minimal interaction with others (e.g., production-line workers).

## Discussion

From the above literature it is found that the effect of Emotional Intelligence on Job performance has a positive impact. The review of literature further shows that when there is a job satisfaction it creates a positive impact towards organizational commitment. When the organizational commitment increases there will be a significant reduction in turnover intention. Recent researches results have confirmed that emotional intelligence is an important personality traits work affectivity and job satisfaction to predict.

From various other review of the literature it has been analyses that relationship between employees and higher management is positively related with job satisfaction. If the communication gap exists between top management and lower management the organization performance decreases. The one reason is that the many managers lack emotional intelligence competences. Relationship between employees and higher management is significantly correlated with productivity. It creates direct impact on organization productivity. Some gender perception also differences related to job satisfaction and emotional intelligence. Organizational stress factor in private sectors is more than public sectors.

Job satisfaction is positively related with organizational productivity, if the organizations pay good incentives to their employees, they are more satisfied with their job and work environment their efficiency of work increases and vice versa. Emotional intelligence is positive correlated with job satisfaction, it has been noticed that job satisfaction and positive feeling emotions increase job satisfaction desired expansion. For this purpose Emotional Intelligence training staff or manager or peer level to develop the EI program to invest in, most benefits can be provided to organizations.

The findings from a self-report based research on Emotional Intelligence competency where Self-awareness, Self-regulation, Self-motivation, Social awareness and Social skills are analyses suggests that there exists a differences in emotional intelligence scores across different emotional intelligence competencies for males and females, with males scoring higher on self-regulation and self-motivation, and females scoring higher on self-awareness, empathy and social skills, and that emotional intelligence levels increase significantly with managerial position.

## Conclusion

Manager plays a key role for organizational development, must have emotional competences that they manage the employees and their work life. It is found that high emotional intelligence of employees' leads to better work performance and thereby increasing the organization commitment, which in-turn leads to decrease in turnover intention. The research studies reviewed leads us to believe that employees react positively and take a devoted importance to contribute and ready to search capabilities and efficient learning for personal Emotional Intelligence

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