Research Paper Management

A Study on Emotional Intelligence And Its Impact on Job Performance of Employees In Hyundai Dymos at Sriperumbudur, Chennai.

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ABSTRACT

The Indian economy has witnessed a tremendous improvement over last two decades. The Indian Government has permitted to enter multinational corporations in India with which the opportunities for professionals have arisen. The automotive industry of India is one of the largest in the world and fastest growing business sector. The compound annual growth rate of Indian automobile industry from 1951 to 1991 was growing rapidly after economic liberalization and globalization. As a result industry has seen a rising attrition ratio in almost any form of Business. The present study is done on Emotional Intelligence and its impact on job performance of employees in Hyundai Dymos, Chennai. Data were collected from a sample size of 120 respondents in the company. The results of the study showed that the employees in the organization perform satisfactorily with the proper relationship that existed between the superior and subordinates in the work environment.

KEYWORDS | Emotional Intelligence – Job performance – Work Environment – Job Satisfaction.

1.1 Introduction:
Emotional intelligence is an array of non cognitive capabilities, competencies and skills that influence one's ability to succeed in coping with environmental demands and pressures. It addresses the emotional, personal, social and survival dimensions of intelligence, which are often more important for daily functioning than the more cognitive aspects of intelligence" (Bar On, 2002). It is a different way of being smart. It includes knowing what your feelings are and using your feelings to make good decisions in life. It's being able to manage distressing moods well and control impulses. Its being motivated and remaining hopeful and optimistic when you have setbacks in working toward goals. It's empathy, knowing what the people around you are feeling. And it's social skill, getting along well with other people, managing emotions in relationships, being able to persuade or lead others (Goleman, 1998).

1.2 Problem Statement:
The term "emotional" in emotional intelligence refers to both moods and emotions. Emotions actually sometimes feed into moods. Emotions are "high intensity feelings" triggered a specific stimulus, evoke attention and interrupt cognitive processing or behaviors (Forgas, 1992; Morris, 1989; Simon, 1982). Outstanding leaders, executives and managers distinguish themselves by their ability to understand and manage themselves and to understand and work with others. It is given that technical and functional expertise is the foundation for effective performance. But Emotional Intelligence (EI) competencies overwhelmingly distinguish outstanding leaders from average performers.

Hence, the following are the research questions:

- What is the impact of demographic factors on emotional stability of employees at work place?
- What is the impact of emotional intelligence on job performance of employees?
- What is the role of work environment on job performance of employees?

1.3 Scope of the Study:
The scope of the study was restricted to employees of Automobile Company Hyundai Dymos at Sriperumbudur, Chennai.

2. Review of Literature:
Emotional intelligence brings the two worlds of intellect and emotions together. The popularity of emotional intelligence has increased greatly in recent years and with that has come debate (Matthews, Zeidner, & Roberts, 2004). Feelings are seen as something that inhibits effective decision-making and rationality (Albrow, 1992). In reality feelings are a "central role" in the leadership process, not an additional factor to consider (Fineman, 1993; Forgas, 1995). In addition feelings are necessary for making good decisions in neurological studies (Goleman, 1995). The Western culture has "viewed reason and intellect as opposing forces to supposedly non-rational phenomena like passion, intuition, feeling and emotions" (Matthews, Zeidner, & Roberts, 2004). The intense emotional reaction could interfere with effective decision making stating that a "reduction in emotion may constitute an equally important source of irrational behavior" (Damasio 1994). Ambivalence in emotional expression can deter an individual from developing positive interpersonal relations. Ambivalence can be expressed by people who want to express their emotions, agonize over it, and then fail to act (Emmons & Colby, 1995). Others may express ambivalence by showing their emotion but then regret doing it (King & Emmons, 1991). Both examples are linked to anxiety, depression, psychiatric disorders, less social support and lower well-being (Emmons & Colby, 1995; Katz & Campbell, 1994).

3. Objectives of the study:
- To study the influence of demographic factors on emotional stability of employees at Hyundai Dymos.
- To analyze the impact of emotional intelligence on job performance of employees at Hyundai Dymos.
- To study the role of work environment on job performance of employees at Hyundai Dymos.

4. Research Methodology:
Descriptive Research Design was employed for data collection, analysis and interpretation.

4.1 Sampling Design:
Population:
Employees of Hyundai Dymos, Sriperumbudur, Chennai.

Frame:
Middle level Employees of Hyundai Dymos, Sriperumbudur, Chennai.

Sampling Method:
Simple Random sampling was employed for the study.

Sample Size:
The size of the sample was confined to 120 respondents respectively.

4.2 Data Collection Design:
Primary data Collection Method:
Survey Method was used for collection of data.

Primary data Collection Instrument:
Questionnaire was used to collect the data.

Secondary Data:
Books, Journals, Magazines etc.

4.3 Statistical Tools:
The main tools used for statistical analysis were Weighted Score Ranking Method, One-Way ANOVA, Chi2 and Simple Average Percentage.

(a) Weighted Average Method
The data is analyzed using Weighted Average Method. The formula is used as follows:

Weighted Score = $(X_1*W_1) + (X_2*W_2) +\ldots.. (Xn*Wn) / n$

(b) One-way ANOVA

$$F = \frac{\text{Estimate of population variance between samples variance}}{\text{Estimate of population variance within samples variance}}$$

(C) Chi² Test
Chi² is used to test the relationship between two variables

(d) Simple Average percentage is also used for finding the results.

1. Demographic Factors:
The demographic factors of employees include: Years of Experience, Salary, Educational qualification.

Table 1.1: Years of experience

No. of years	Number of respondents	Percentage (%)
Below 1year	17	14.1
1-2 years	8	6.7
2-3 years	24	20
3-4 years	30	25
Above 5 Years	41	34.2
Total	120	100

Source: Primary data
Out of the 120 sample surveyed, 34.2 percent of respondents have above 5 years, 25 percent of respondents have 3-4 years, 20 percent of respondents have 2-3 years, 6.7 percent of respondents have 1-2 years & 14.1 percent of respondents have less than one year of experience in the company.

Table 1.2: Salary of employees

Salary	Number of respondents	Percentage (%)
Less than 10000	19	15.8
10000-15000	41	34.1
15000-20000	38	31.6
More than 20000	22	18.5
Total	120	100

Source: Primary Data
From the above table, it reveals that 18.5 percent of respondents take more than 20000 salary, 31.6 percent of respondents salary range between 15000-20000, 34.1 percent of respondents salary range between 10000-15000 & 15.8 percent of respondents take less than 10000 salaries.

Table 1.3: Educational Qualification and its impact on emotional stability of employees at work place.

Educational Qualification	Number of respondents	Percentage (%)
10th	15	12.5
Intermediate	27	22.5
Under Graduation	33	27.5
Post Graduation	45	37.5
Total	120	100

Source: Primary Data
From the above table, it reveals that 37.5 percent of respondents are post graduation employees, 27.5 percent of respondents are under graduation employees, 22.5 percent of respondents are Intermediate employees and 12.5 percent of respondents are 10th standard employees in the company.

2. Impact of Emotional Intelligence on Job Performance of Employees.

S.No	Opinion	No. of respondents	Percentage (%)
1	Strongly Agree	37	30.8
2	Agree	48	40
3	Neutral	17	14.3
4	Disagree	10	8.3
5	Strongly Disagree	8	6.6
Total		120	100

Source: Primary Data
From the above table, 6.6 percent of respondents opinioned strongly disagree, 8.3 percent of respondents opinioned disagree, 14.3 percent of respondents opinioned neutral, 40 percent of respondents opinioned agree, 30.8 percent of respondents opinioned strongly agree about emotional intelligence and its impact on job performance of employees in the company.

Impact of Emotional Intelligence on Job Performance of Employees.						
No. of years	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Below 1 year	9	11	7	3	2	32
1 – 2 Years	6	7	4	0	1	18
2 – 3 Years	5	9	0	0	0	14
3 – 4years	10	13	3	4	3	33
Above 5 Years	7	8	3	3	2	23
	37	48	17	10	8	120

Source: Primary Data
Ho = Job performance of employees is based on impact of emotional intelligence are independent.

H_1 = Job performance of employees is based on impact of emotional intelligence are dependent.

Step: 1 Total sum of all items of various varieties is given by
T = 37+48+17+10+8 = 120

Correction factor = $(T)^2/n$

$= (120)^2/25 = 576$

Step: 2 Sum of squares of deviations for total variance is given by
= 291+484+83+34+18 – 576

= 334

Step: 3 Sum of squares of deviations between the varieties
= 1369/5 + 2304/5 + 289/5 + 100/5 + 64/5 -576

= 273.8 + 460.8 + 57.8 + 20 + 12.8 – 576

= 825.2 – 576

= 249.2

Step: 4 Sum of squares within varieties

= step 2 – step 3

= 334 – 249.2

= 84.8

Degree of freedom = n-1

= 25 – 1 = 24

ANOVA Table:

Source of variation	Sum of squares (a)	Degree of freedom(b)	Variance (a/b)
Between the varieties	249.2	4	62.3
Within the varieties	84.8	24	3.5

F calculated value = 62.3/3.5 = 17.8

F table value @ 5% LOS = 2.78

Hence table value is less than calculated value, Ho is rejected.

Therefore, Job performance of employees is based on impact of emotional intelligence are dependent.

3. Role of work environment on job performance of employees.

Variables under work environment include Job satisfaction, Organization climate and culture, Communication with the superior.

3.1 Job satisfaction of employees leads to better performance in the company.

S.No	Opinion	No. of respondents	Percentage (%)
1	Strongly Agree	40	33.4
2	Agree	28	23.4
3	Neutral	20	16.6
4	Disagree	19	15.8
5	Strongly Disagree	13	10.8
Total		120	100

Source: Primary Data

From the above table, 10.8 percent of respondents opinioned strongly disagree, 15.8 percent of respondents opinioned disagree, 16.6 percent of respondents opinioned neutral, 23.4 percent of respondents opinioned agree, 33.4 percent of respondents opinioned strongly agree on job satisfaction of employees leads to better performance in the company.

Chi² Test:

H0 = Job satisfaction of employees do not lead to their better performance

H1 = Job satisfaction of employees leads to their better performance

Observed Frequencies (Oi)	Expected Frequency (Ei)	(Oi-Ei)	(Oi-Ei)2	(Oi-Ei)2/Ei
40	24	16	256	10.6
28	24	4	16	0.6
20	24	-11	121	5.0
19	24	-5	25	1.0
13	24	-4	16	0.6
			Total	17.8

Degree of freedom = (n-1) = (5-1) = 4,

The level of significance is 5%

Ei = No.of respondents i.e., 120/5 = 24

The calculated value of Chi²= 17.8

The value of Chi² at 4 degrees of freedom at 5% level of significance is 9.488

Since the calculated value of Chi² is greater than the tabulated value i.e., 17.8 > 9.488

So, H_0 is rejected and H_1 is accepted.

Inference:

Employees agree that job satisfaction leads to their better performance

3.2. Organizational culture and climate increases job performance of employees

S.No	Opinion	No. of respondents	Percentage (%)
1	Strongly Agree	44	36.7
2	Agree	31	25.8
3	Neutral	13	10.8
4	Disagree	18	15
5	Strongly Disagree	14	11.7
Total		120	100

Source: Primary Data

From the above table, 11.7 percent of respondents opinioned strongly disagree, 15 percent of respondents opinioned disagree, 10.8 percent of respondents opinioned neutral, 25.8 percent of respondents opinioned agree, 36.7 percent of respondents opinioned strongly agree on organizational culture and climate increases job performance of employees.

Chi² Test:

H_0 = Organizational culture and climate increases job performance of employees.

H_1 = Organizational culture and climate do not increase job performance of employees.

Observed Frequencies (Oi)	Expected Frequency (Ei)	(Oi-Ei)	(Oi-Ei)2	(Oi-Ei)2/Ei
44	24	20	400	16.6
31	24	7	49	2.0
13	24	-11	121	5.0
18	24	-6	36	1.5
14	24	-10	100	4.1
			Total	29.2

Degree of freedom = (n-1) = (5-1) = 4,

The level of significance is 5%

Ei = No.of respondents i.e., 120/5 = 24

The calculated value of Chi²= 29.2

The value of Chi² at 4 degrees of freedom at 5% level of significance is 9.488

Since the calculated value of Chi² is greater than the tabulated value i.e., 29.2 > 9.488

So, H_0 is rejected and H_1 is accepted.

Inference:

Employees agree that organizational culture and climate increases job performance.

3.3. Communication with superior is a motivational factor to increase job performance of employees.

S.No	Opinion	No. of respondents	Percentage (%)
1	Strongly Agree	43	35.8
2	Agree	26	21.6
3	Neutral	17	14.4
4	Disagree	20	16.6
5	Strongly Disagree	14	11.6
Total		120	100

Source: Primary Data
From the above table, 11.6 percent of respondents opinioned strongly disagree, 16.6 percent of respondents opinioned disagree, 14.4 percent of respondents opinioned neutral, 21.6 percent of respondents opinioned agree, 35.8 percent of respondents opinioned strongly agree on communication with superior is a motivational factor to increase job performance of employees.

Weighted Average Method:
By giving ranks to the number of respondents, we get the table as:

S.No	Opinion	Scaling (X)	Respondent (W)
1	Strongly Agree	1	43
2	Agree	2	26
3	Neutral	4	17
4	Disagree	3	20
5	Strongly Disagree	5	14
		Total	120

Weighted average = (1*43) + (2*26) + (3*20) + (4*17) + (5*14)/120

= 43+52+60+68+70/120

= 293/120

= 2.4

In the above table, Rank 2 corresponds to the response "Agree".

Inference:
Employees agree that communication with superior is a motivational factor to increase their job performance in the work environment.

Limitations of the Study:
- Many number of respondents exhibited very passive and sluggish response to answer the questionnaires.
- The study is done under the assumption that respondents are true and honest in expressing their views.
- Study was restricted to Hyundai Dymos of Chennai only; hence the findings cannot be generalized.

Conclusion:
In this study, an increased level of emotional intelligence is linked to the higher use of transformational leadership behavior and proper communication with superior in Hyundai Dymos company mid-managers and employees. The findings from this study indicate that leaders and superiors can develop and strengthen emotional intelligence and in doing so, can more likely exhibit the use of transformational leadership behaviors. As a result, if superiors are trained in EI and those skills are fostered, they will be more likely to utilize transformational leadership, further resulting in organizational effectiveness and follower satisfaction.

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