



ORIGINAL RESEARCH PAPER

Management

MEASURES OF EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE OF IT EMPLOYEES: A GENDER STUDY

KEY WORDS: Job Performance, Emotional Intelligence, Gender.

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ABSTRACT

IT industry has prepared important support to the Indian economy both in terms of GDP and employment and thus it makes the important to study the factors like prompting the performance of IT employees. The Purpose of this study is to investigate the nature and extent of the relationship between Emotional Intelligence and Job performance with respect to the gender of the respondents. The possessions of this study show important sexual role differences in Emotional Intelligence and Job performance, signifying that female employees score more on EI than their male equals. This study also reveals that females are better performers than men.

Introduction

Emotional Intelligence (also known as Emotional Quotient) is one of the hot topics among business leaders and HR professionals lately. Emotional Intelligence (EI) has had a huge impact on management since Daniel Goleman (1995) published his book popular book on EI for a wider audience. From fairly humble beginnings, EI has come into its own as one of the most popular psychological concepts of the last decade. EI has been used by some as an umbrella term that comprises elements such as 'soft skills', 'people skills', and a general ability to cope with life's demands. In other words 'Emotional intelligence gives you a competitive edge'. It has been argued around the world that having great intellectual abilities may make you a superb fiscal analyst or legal scholar, but a highly developed emotional intelligence will make you a candidate for CEO or a brilliant trial lawyer" (Goleman, 1997, p. 76). To some people the term 'Emotional Intelligence' is an oxymoron. As we know intelligence implies rational thinking, supposedly without any emotion.

The key to this compelling question touches many areas of research in Psychology and Management, the two fields which rely heavily on the various facet of EI in demystifying some key questions. Moreover, emotional intelligence is related to positive outcomes such as pro-social behaviours, parental warmth, and positive family and peer relations (Mayer et al, 1999; Rice, 1999).

HISTORY

Charles Darwin was the first to recognize the value of emotions. He cited that the emotional system energizes behaviour needed to stay alive. Emotions cannot be stopped; it will be happened immediately in response to various situations and people. Emotional intelligence, and its link to the evolution of the functional use of emotions, has been around since Charles Darwin wrote – in 'The Expression Of The Emotions In Man And Animals'(1872/1998) – about the functional purpose of emotions. Darwin believed that emotions ensured survival by energizing required behaviour and also suggested valued information (Salovey et al. 2000, p. 505). 'Darwin demonstrated that emotional expression plays a vital role in adaptive behaviour, which remains an important axiom of EI (emotional intelligence)

OBJECTIVE OF THE STUDY

1. IT sector is also influencing among people as it is contributing towards various socio-economic parameters like employment and its helping people to improve their standard of living.
2. The growth and contribution of IT sector makes it an important area of study particularly with respect to enhancing the performance of employees and selecting the right candidates for important jobs.
3. Predicting one's personal and professional success influenced by a factor of like Emotional Intelligence. So EI is more essential than academics.

HYPOTHESIS

H1=There are no gender differences in Emotional Intelligence.
H2=There are no gender differences in Job Performance.

H3=Emotional Intelligence does not impact Job Performance of male employees.

H4= Emotional Intelligence does not impact Job Performance of female employees.

SAMPLE SIZE

Questionnaires were given to over 200 employees in various organizations out of which 157 completed questionnaires were finally selected. The data was collected from jan 2018 to march 2018 at Coimbatore.

RESULT AND ANALYSIS

To test the first hypothesis i.e. to find whether there is a significant difference between the EI scores of male and female respondents; independent sample t-test was conducted. It was found that there was a significant difference in the EI scores for male (M = 44.13, SD = 8.067) and female (M= 51.83, SD= 8.011) respondents; t = -5.988, p = .000. Thus, the null hypothesis was rejected and alternate was accepted suggesting that females are more Emotionally Intelligent than their male counterparts. To test the second hypothesis i.e. to find whether there is a significant difference between the Job Performance of male and female respondents, independent sample t-test was conducted. It was found that there was a significant difference in the scores for male (M = 10.22, SD = 6.72) and female (M = 15.28, SD = 6.78) respondents; t = -4.691, p = .000. Thus, the null hypothesis was rejected and alternate was accepted suggesting that women are better performers than men. The results of t-tests are given in table 1.

Table 1. Gender Difference in Emotional Intelligence and Job performance.

| Variables | Mean (male=82) | s.d | Mean (female=75) | S.D | t | Sig. |
|------------------------|----------------|------|------------------|------|--------|------|
| Emotional intelligence | 44.13 | 8.07 | 51.83 | 8.01 | -5.988 | .000 |
| Job performance | 10.12 | 6.72 | 15.28 | 6.78 | -4.691 | .000 |

Since the t-tests revealed significant differences between the two gender groups, the data of male and female respondents was analysed separately in the future procedures. To check the third and fourth hypothesis correlation was found between EI and Job Performance of males and females separately. The results of correlation between EI and Job Performance for male and female respondents are given in table 2.

Table 2. Correlation : job performance and emotional intelligence between male and female

| | Job performance |
|------------------------|------------------------------|
| Emotional intelligence | Male .565** Female .517** |

** . Correlation is significant at the 0.01 level (2-tailed).

It was found that for male respondents EI is positively correlated with job performance ($r = .565$, $p = .000$). The results of the correlation made the researcher reject the null hypothesis 3 and to find the cause effect relationship between EI and Job performance linear regression was done. To find how much variance does EI produce in the Job Performance of male employees EI was used as independent variable and job performance was taken as the dependent variable.

The correlation between EI and job performance was done to test the fourth hypothesis, it was found that for female respondents EI is positively correlated with job performance ($r = .517$, $p = .000$). The results of the correlation made the researcher reject the null hypothesis

Conclusion

The organisations to additionally examine components like personality traits, socio demographic factors, and so forth alongside EI to discover what makes women better performers than men. The author suggests that the organizations should not differentiate between their employees on the basis of gender as the results of this research demonstrate that women are better performers than men. Organisations should consolidate EI as a part of recruitment and selection to employ individuals with high EI as it predicts better job performance, they ought to likewise incorporate EI as a part of training and development to improve the EI of the current employees to additionally enhance their individual performance which would lead to the growth of the organization.

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