EMOTIONAL INTELLIGENCE AND ITS IMPACT ON JOB PERFORMANCE

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Abstract
   A change in the global economy has reshaped the modern-day work force; and has been labeled as working community. Within an organization, both men and women emotions play an important role in how an entire organization communicates within itself and to the outside world. But men and women are different. Our brains are wired differently, our hormones are different and our emotional needs are different. Emotional intelligence is the ability to identify and manage our own emotions and the emotions of others. This article aims at investigating the factors influencing emotional intelligence and its impact on job performance of the individuals.
   Keywords: *Economy, emotional intelligence, job performance, gender, working community.*

Introduction

   Increase in employment avenues in different sectors of modern society undergoes the process of working community in various occupations. Occupations are categorized by skill level. A professional career, such as doctor or teacher, means the worker has undergone training and education. Human resource as a whole consisting of interrelated, interdependent and interacting physiological, psychological, sociological and ethical components of physical strength, intellectual ability, emotional balance and spiritual power of people. Among all these, emotional intelligence plays an important role in managing our own emotions and others emotions.

   Emotional intelligence is the capability of individuals to recognize their own, and other people's emotions, to discriminate between different feelings and label them appropriately, to use emotional information to guide thinking and behavior, and to manage and/or adjust emotions to adapt environments or achieve one's goal(s). As a human resource, emotional intelligence differs with male and female category with regard to self awareness, self management, social awareness, relationship management and motivation which will influence on the job performance of the

working community. In order to study these aspects the present paper has been carried out.

Review of literature

Today, in a globalization world, the emotional intelligence starts to get the attention from the public and seen as an important aspect in the organizational environment. Working environment or good performance in an organization is closely related to emotional intelligence that there is in the employee self **(Alam, 2009).** This is because according to **(Singh, 2002)** emotional intelligence is an important element for creating a productive working condition. It is not only good for others, but also to deal with people with a fully constructive way when a problem arises.

Now, other than the high degree of knowledge, experience, education, and skills, employers generally know that work efficiency of an employee is closely related to emotional intelligence a person. This is because the emotional aspects such as high self-confidence, adaptability when faced with problems and obstacles in the workplace, motivate themselves to achieve common goals, work effectively in teamwork and have the skills to deal with the conflicts is needed in the environment of work and improving the performance of a job and adapt with work environment **(Yao, Wang, and Karen 2009).**

Objectives of the study

1. To understand the profile of the working community
2. To identify the factors influencing emotional intelligence.
3. To study the influence of emotional intelligence on job performance
4. To know the significant gender based influence on emotional intelligence

Hypothesis of the study

1. There is a positive influence of the emotional intelligence factors on job performance
2. There is no significant difference exists in the respondents opinion about the factors influencing emotional intelligence on their gender

Research Methodology

S.No.	Instruments	Description
1	Research Design	Descriptive in Nature
2	Study Area	Tamilnadu
3	Study Population	Working community
5	Sampling Unit	Male and female working community
6	Sample Size	160
7	Sampling Method	Convenience sampling method

8	Sources of Data	Primary and Secondary Sources
9	Source of Primary Data	Structured questionnaire with pre tested questionnaire comprised of suitable scaling
10	Source of Secondary Data	Obtained from books and journals on negotiation skills and its specific with women employees
11	Mode of Approach of Sample Respondents	Selected places of working centres like banks, hospitals, schools, colleges, manufacturing units etc within Tamilnadu
12	Tools Used	Percentage analysis, factor analysis, regression and Anova

Reliability Analysis

Constructs	Cronbach's Alpha
Self awareness	.937
Self management	.931
Social awareness	.854
Relationship management	.884
Motivation	.849
Job performance	.877

Source: computed primary data

Results and Discussion

Table 1 Personal background

S.No.	Attributes		Number of Respondents	Percentage to Total
1	Age (in years)	Less than 25	27	17
		26-35	101	63
		More than 36	32	20
2	Gender	Male	80	50
		Female	80	50
3	Educational Background	UG	56	35
		PG	87	54
		Additional qualification	17	11
4	Working community	Academics	35	22
		Manufacturing	20	13
		Hospitals	26	16
		Banks	17	11
		Others	62	38

Source: Computed primary data

Table 1 describes the personal background of respondents selected for the study. Regarding the working community age background in the selected study location, it was observed that 63 percentage of working community are in the age group of 26 and 35. Among those male female are 50 percent. In terms of educational background it is observed that 54 percentages of employees have post graduation. 38 percent of the working community belongs to unorganized, self employed category and 22 percent are from academics work in schools, colleges and universities.

Confirmatory Factor Analysis for identifying factors affecting emotional intelligence

Table 2(a)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.870
Bartlett's Test of Sphericity	Approx. Chi-Square	2969.855
	Df	325
	Sig.	.000

Source: Computed primary Data

Kaiser-Meyer-Olkin (KMO) and Barlett test of sphericity was carried to confirm the correlation matrix has a significant correlation among the variables. It also measured the degree of inter correlation among the variables and the appropriateness of factor analysis to test the adequacy of the sample. KMO of sampling adequacy is 0.867, which is very reasonable above the cut off limit of 0.5. So it was observed the suitability of factor analysis for the data. Bartlett's Test of Sphericity tests the null hypothesis that the original correlation matrix is an identity and all correlation coefficient should be zero, in the above table the level of significance (p) value is less than 0.05 and it should high significance and permits to perform factor analysis.

Table 2(b)

Rotated Component Matrix[a]					
Sub Elements	**Components**				
	1	2	3	4	5
I feel controlled by people or events	.737				
I find it difficult to hear criticism about myself	.754				
I am able to recognize my emotions	.764				
I am aware of the impact of my moods on other people	.821				
I am aware of situations that cause me to think negatively	.843				
I find it difficult to maintain positive moods and emotions when I'm under stressed	.823				

I feel that my job responsibilities are increasing	.765			
I communicate my feelings effectively		.816		
I am able to deal with challenges or criticism		.725		
At work I experience strong emotions that are hard to control		.703		
I allocate time to spend with family		.751		
I am able to perform consistently when under pressure		.733		
I get good response from other roles when I take initiative			.910	
I have enough time to spend with my friends, family and other interests			.816	
I built trust in my fellow employees			.725	
I analyze problems of others and ascertain their real causes			.703	
No stigma is attached while interacting with members of other gender				.903
I respect my supervisor's knowledge and competence				.910
I feel that I can't trust others				.816
Organization patterns help me to improve my design skills				.725
I am able to complete assigned task on time					.703
I am able to effectively perform task that do not appeal to me					.737
I am able to practice what I preach					.714
I have sufficient levels of energy to ensure the completion of tasks and projects					.761
I have a positive outlook in life					.871
I don't become sad when things go wrong					.841

Source: Computed primary Data

It is learnt from the table 2(b) about the fixing of cut-off point through rotation component matrix. It was decided to take above 0.7 as the cut-off points. In this way there are 7 variables under factor 1, 5 variables under factor 2 , 4 variables under factor 3, 4 variables under factor 4 6 variables under factor 5 were loaded with above 0.7 and it was also observed that absence of cross loading between the variables in the five factors.

The obtained five factors have been labeled as self awareness, self management, social awareness, relationship management and motivation.

Regression analysis for measuring the impact of emotional intelligence on job performance

In order to perform multiple regression analysis, the factor scores of self awareness, self management, social awareness, relationship management and motivation were taken as independent variables and the opinion on job performance measured through Likert Scale (1- strongly disagree to 5- strongly agree) was taken as dependent variable. The outcome of interpretation as follows.

Table 3(a)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846	.716	.706	.633

Source: Computed primary Data

It is learnt from the table 3(a), R^2 value is .716, which means that self awareness, self management, social awareness, relationship management and motivation groups accounts 71.6 percent of the variation in job performance. This suggests that model is quite significant in explaining the variances. The significance results at $p<.000$ provide support for the relationship. The adjusted R^2 is .706 and the difference for the final model is .01 (.716-.706) or 1 percent and it shows that if the model would have been derived from population rather than sample will be accounting for 1 percent variance in the outcome. The standard error of estimate around .633 units shows that any predictions using this model will be good one. The F value for change statistics in table 3(b) indicates the significance level associated with adding the variable.

Table 3(b)

	Model	Sum of Squares	DF	Mean Square	F	Sig.
		ANOVA[b]				
1	Regression	155.377	5	31.075	77.533	.000
	Residual	61.723	154	.401		
	Total	217.100	159			
a. Predictors: (Constant), self awareness, self management, social awareness, relationship management and motivation						
b. Dependent Variable: Job performance						

Source : Computed primary Data

Table 3(b) shows the analysis of variance (ANOVA) which was conducted to compare the effect of five factor groups on job performance. There was a significant effect of five factors on job performance of working community at the $p< .001$ level (F $(5,154)=77.533$, $p<.000$). It also highlights that the overall significance of the model is fit since F value is below 0.000.

Table 3(c)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Coefficients[a]					
	B	**Std. Error**	**Beta**		
1 (Constant)	3.575	.050		71.429	.000
Self awareness	.807	.050	.691	16.074	.000
Self management	.402	.050	.344	7.999	.000
Social awareness	.186	.050	.159	3.697	.000
Relationship management	.156	.050	.136	2.397	.000
Motivation	.361	.050	.309	7.187	.000
a. Dependent Variable: Job performance					

Source : Computed primary Data

From the table 3(c), it is observed that the given t and sig(p) values give a view on impact of each predictor variable and it suggests that a predictor variables (self awareness, self management, social awareness, relationship management and motivation) are having a positive influence or impact on outcome variable (job performance).

The β coefficients and the constant are used to create the prediction Regression equation, Job performance (Y)= 3.575+.807*self awreness+.402*self management+.186*social awareness+.156*relationship management+.361*motivation. The measured variables like self awareness, self management and motivation have a high impact on job performance when compared with social awareness and relationship management.

Table 4 Significant factors influencing emotional intelligence based on their Gender

S.No.	Factors of Emotional Intelligence	Sig.	Remarks
1	Adaptability	0.01	Significant
2	Intrapersonal competency	0.00	Significant
3	Interpersonal competency	0.00	Significant
4	Positive attitude	0.02	Significant
5	Assertiveness	0.01	Significant
6	Criticisms	0.00	Significant
7	Work efficiency	0.03	Significant
8	Emotional expressions	0.00	Significant

Source: Computed primary data

Table 4 shows the significant difference exists in the respondents factors influencing emotional intelligence based on their gender. In order to verify their opinion about factors influencing emotional intelligence and also test the existence of significant difference in their opinion based on their gender, ANOVA has been applied at 5% level of significance. The factors related to adaptability, intrapersonal competency, interpersonal competency, positive attitude, assertiveness, criticisms, work efficiency and emotional expressions has been taken as dependent variable and gender has been taken as independent variable. By applying ANOVA, the significant difference has been obtained from the opinion about the respondents for adaptability, intrapersonal competency, interpersonal competency, positive attitude, assertiveness, criticisms, work efficiency and emotional expressions, since the obtained values are less than 0.05, so null hypothesis has been rejected.

Results & Discussion

Present global economy reshapes the modern workforce. In which employment avenues makes you think about emotional intelligence. Emotional intelligence success is strongly influenced by personal qualities such as perseverance, self-control and skill in getting along with others. From the study it was found from the analysis, 63 percentage of working community are in the age group of 26 and 35, 38 percent of the working community belongs to unorganized, self employed category. The factors affecting emotional intelligence of working community are self awareness, self management, social awareness, relationship management and motivation. Self awareness, self management and motivation have a high impact on job performance. The significant difference exists in the respondents' factors influencing emotional intelligence based on their gender.

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