A STUDY ON ROLE OF EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE

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ABSTRACT

One of the most important factors in employees’ performance in the organizations is emotional intelligence. Performance is the base for acquiring rewards, reconfigurations, promotions and retentions of employees. Emotional intelligence is closely involved in the corporate world right from the recruitment to the resignation. Hence, for having winning outcomes from the employees well-managed emotions play a key role. Emotional intelligence not only affects the workplace and career, it also affects the professional life. This study mainly elaborates the factors of emotional intelligence like; emotional self-efficiency, transparence, adaptability, achievement orientation, controlling of anxiety and anger etc., that affects the emotional intelligence and that indicates the level of performance of the employee. Emotional intelligence require for both individual and organizational growth. Emotional intelligence enhances the work performance by letting people to foster positive relations, perform well in groups and build social status. The current study establishes the relationship between emotional factors and employee performance. The study identified that, emotional intelligence has direct impact on job performance. Emotional intelligence has an important on certain variables, which creates awareness, help employees’ to learn from others, share knowledge and create trust and concerns for other.

Key words: Emotional intelligence, Employee performance, job satisfaction, factors, emotions, goals, promotion.

1. INTRODUCTION
In the globalization world, individual are paying attention for identifying emotional intelligence as an important aspect for the employee performance in the organization. Employees in the organization will be impacted by their emotions. Emotional intelligence (EI) of a person will closely relate to the work efficiency of an employee. Positivity related to employees’ performance needs self-awareness, self-management, social awareness and relationship management. In every aspect of personal and professional life of an employee, Emotional intelligence plays a crucial role. Emotional intelligence is closely involved in the corporate world right from the recruitment stage to the promotion stage. Hence, for having winning outcomes from the employees a well managed emotions will plays a key role. As well, if the emotions are managed carefully it can drive trust, loyalty and commitment and also can increase efficiency, innovation and achievement in the individual team and with the organizational environment. To ensure success of an employee EI plays a prominent role and it should be nurtured and practiced by all the levels of employees in the organization while facing the challenges for a competitive business advantage.

2. REVIEW OF LITERATURE
Emotional intelligence has become an interesting topic for discussion among researchers for many years (Lopes, Grewal, Kadis, Gall, & Salovey, 2006). Now-a-days Emotional Intelligence (EI), defined as the ability to perceive, understands, and manages emotions for productive purposes (Krishnakumar, 2016). Emotions represent the state of mood or the situation. Emotions like happy, sad, depressed or angry. Any of these emotions represents the feelings. These are totally interchanged and overlapped. Emotional Quotient is also strongly correlated with a higher quality of life in general (Razzaq, 2015). Skills like self-regulation, empathy and social behavior in workplace and social skill as a critical component of Emotional Intelligence in the complex work structures (Pathak, 2013). First of all one must understand what emotions are and then learn to manage them at the work environment (Markman, 2015). One must create an emotional intelligence development plan to overcome the emotions. The emotional intelligence development plan helps us to check in our feelings, practicing active listening or pausing when emotions flare (Sallie-Dosunnu, 2016). The companies like IDEO, Hewlett-Packard and the Hay group shows high emotional intelligence since they are having effective team building and relationships inside and outside the team (Druskat, 2001).

There is an impact on the work place bullying and the job performance and emotional intelligence (Ashraf, 2014). The impact of superior's emotional intelligence and leader-member exchange on organizational citizenship behavior. There is a difference between the male and female emotional intelligence and the organizational behavior (Hj. Yunus, 2010). Emotional intelligence and its dimensions are significantly related to ethics at workplace (Singh, 2011). Work places learning in UK hospices that suggest particular emotional abilities are susceptible to development within the workplace (Clarke, 2006). There is an effect of an Expressive-Writing Intervention for Employees on Emotional Self-Efficacy, Emotional Intelligence, Affect, and Workplace Incivility (Kirk, 2011). The work place culture also impacts on the emotional intelligence (Downey, 2011). Work place relations also impacts on the emotional intelligence (Dumbrava, 2011). Emotional intelligence influence on the work stress and commitment (Nikolaou, 2002). The quality management also has an considerable impact on the emotional intelligence (Marques, 2008). Emotional Intelligence at Workplace builds the Strategies for Self-Achievement, Satisfaction and Success in Profession (Torrabaddela, 2010). Work place bullying because of emotions (Sheehan, 1999). Emotional intelligence influence on selection, placement and job satisfaction (Zeider, 2004). Teams
should develop emotional intelligence in order to increase performance and improve group dynamic (Gardenswartz, 2009). Agreeableness had a positive influence on contextual performance and conscientiousness was positively associated with task performance (Shaffer, 2005). The 'ability' approach is the most recent model of emotional intelligence consists of four related abilities that work together as a process or an approach to decision-making, judgment, and leadership (Caruso, 2007). Personality, emotional intelligence, and learning style are generally considered important success factors and career determinants in hospitality management (Wilson-Wünsch, 2016). Ignoring your emotions is the biggest mistake you can make at work (Jeffery, 2016). Stress has an impact on emotional intelligence (Foster, 2007). Emotional intelligence is a significant factor in the work environment (Palmer, 2007). The work place spirituality and organizational commitment also moderates the emotions at work place (Pradhan, 2016). Emotional intelligence effects on the problem solving skills of the employees at work place (Yalin, 2015). There is a mutual relationship between the emotional maturity, self awareness, empathy and the financial performance (Goleman, 1998). The effective leaders are crucially with high degree of emotional intelligence (Goleman, 1998). According to Goleman emotional intelligence is handmaiden to Intelligence Quotient (Farnham, 1996). Emotional intelligence leads to the work place behavior (Winkel, 2011). There is a need of emotional leadership for emotional intelligence in work place (Jones, 2017).

The effectiveness of emotional intelligence influences on the productivity of the organization (Cooper, 1997). In Winarno (2008), Dharma (2001) Performance is something which an individual or a team produced or delivered or produced. This is because according to Winarno (2008), the biggest support called emotional intelligence which is considered as one of the achievement aspect in the work for and individual. For an eventual lead of success emotional intelligence is considered as In the organization, as a significant contribution for successful existence to someone and that ultimately will lead to success of organization (Vinai & Satita, 2001; Dulewicz & Higgs, 2000) in (YengKeat, 2009).

Emotional intelligence not only affects on the work place and career, it also affects on the professional life. Emotional intelligence is typically factored into the everyday decisions employers make, such as hiring, firing and promoting employees. Many hiring managers study candidates’ emotional intelligence by asking specific questions during the hiring process, in order to identify those who have a higher degree of emotional intelligence. They also analyze the emotional intelligence of their current employees to determine leadership potential. In addition, when promotions and pay raises are being considered, emotional intelligence is typically factored into the decision.

Emotional intelligence, however, can be the key to further success, particularly when moving into management positions. Employers say emotionally intelligent manager’s rate higher in job satisfaction and lower in levels of turnover. If your career plans include a leadership position, emotional intelligence can help you develop teams who are happier and more productive in their work, and more likely to stay in their positions (Florida, 2017).

3. SIGNIFICANCE OF THE STUDY
The awareness of emotional intelligence is an important job skill. The importance of emotional intelligence is emphasized because human relations and work performance in organizations are affected by emotional factors more than by rational factors. Studies revealed that, the employee’s work commitment and performance become stumpy now days because of lack of emotional intelligence. The performance of organizations is declining due to the declined performance of its employees, which is determined by the state of emotional balance.
Each emotion has a motivating characteristic, a personal meaning, and an expression reflected in behaviors. So the handling of emotions shows greater impact on employee performance. Keeping in view, the above, present study was undertaken to give suggestions for better explore of emotions for the improvement of performance of the employees.

4. OBJECTIVES OF THE STUDY

- To study the impact of emotional intelligence on the level of performance of the employees in an organization.
- To study the basic elements of the emotional intelligence for the improvement of organizational effectiveness through employee performance.

5. METHODOLOGY

The present study is descriptive in nature. It describes the factors of emotional intelligence and the employees’ performance indicators. The study developed on the knowledge of previous researches. It tries to establish the relationship between emotional intelligence and the employee performance. The study establishes the theoretical analysis on it, for this the study pursues the data from different secondary sources.

5.1. Emotional Intelligence Vs. Employee Performance

Emotional intelligence in the organization supports in identification of employees emotional intelligence level and its impact on employee performance on the job. This would act as an indicator for promotion of employees in the organization.

Performance is an important concept in organizational practice and exploration because it acts as the core part in most employees’ decisions such as reward, promotion and retention of employees. Performance as a thought may be a multi-variant construct that may be represented in numerous ways they are: Task performance and contextual performance. Task performance means an employee’s skills that facilitate a personal to perform his/her duties with efficiency to feature the organizations growth. Contextual performance performance that don't contribute to the assembly method however, support the organizational, social and emotional state of affairs in which organisational objectives are followed to improve best possible performance.

5.2. Relationship between Emotional Intelligence and Employee Performance

Emotional intelligence is a term that connects emotion and individual performance. It shows that, there is a positive association with organisational commitment, organisational citizenship, employee’s intention, and job satisfaction and employees performance.

5.3. Basic elements of Emotional Intelligence

Being caught up by day life activities many employees today don’t even have time to think about their self and their emotions which has been identified as one of the element called “Self Awareness”. Self-Awareness is one of the important elements that affect emotions of individuals, which leads to employee performance in the organization, followed by “Self-Regulation”, by adapting the changing circumstances and coping up with those changes and the actions and reactions will relay on employee performance. The third important element affecting emotions for the performance of the employee is, “Social Awareness” this is one of the key ingredients that helps for any employee to be an emotional intelligent. The way of communicating with others the way of cooperating with others at work place leads to the success of team desired outcomes. The fourth element is “Relationship building”. People with
high emotional level build good relationships which are key and important factors of getting things done in the work place.

Thus the study helps to identify the need of emotional intelligence by enhancing the four elements by regulating the emotions accurately and then use that information to make decisions to enhance the performance by changing the behaviors in a desired manner. To perform the best among others EI is fundamental which helps for effective performance of an employee.

There are many elements which influence the work place from the emotional intelligence (Allam, 2011) they are:

<table>
<thead>
<tr>
<th>Elements</th>
<th>Work place benefits</th>
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<tbody>
<tr>
<td>Self-Regard</td>
<td>Builds better work attitudes and behavior; better self-confidence leading to better confidence</td>
</tr>
<tr>
<td>Self-Actualization</td>
<td>Inspire and encourage individual/Team performance; bringing more life experience to the job</td>
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<tr>
<td>Empathy</td>
<td>Understand feelings, duties and commands being placed on contemporaries crates consistent functioning ;understanding others viewpoints helps make one group</td>
</tr>
<tr>
<td>Assertiveness</td>
<td>Encourages individuals to work more effectively and share ideas without any fears and act as leaders</td>
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<tr>
<td>Emotional self-awareness</td>
<td>Lifts successful policy and leads to improved interaction among workers</td>
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<td>Impulse control</td>
<td>Knows rash actions can be costly; often stay away from mistakes by discussion time to stop and think</td>
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<tr>
<td>Flexibility</td>
<td>Higher perform better in positions where tasks are dynamic and changing. Low, perform better at more defined tasks requiring reliability and consistency</td>
</tr>
<tr>
<td>Independence</td>
<td>People fluid thinking for themselves, yet still active listening to and utilizing ideas from others when appropriate</td>
</tr>
<tr>
<td>Reality testing</td>
<td>Focus on daily based real things happenings</td>
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6. DISCUSSION

It is identified that, numerous articles on emotional intelligence states that, receiving feedback plays a vital role for gaining emotional balance for the employees in the organization in the day to day work pressure and stress environment. So, the result of high pressure and stress is imbalance of emotions, which leads to failing in making people cope up with work environment.

6.1. Emotional Intelligence Impact on the Work Environment

There are some important key factors / indicators which link emotional intelligence and job performance of an employee that reflects the improvement of the results and the increased level of performance of an employee for success of both individual and organization. Emotional self-control is one of the key factors that impact the work performance of the employee in the organization. Individuals who are depleted and believed that, if the task performed by him is not identified by the authorities he will be in a perception of his performance is not useful for his careers growth, which leads to lose of self-control. For ensuring the quality of work performance of the employee, in the organization his performance will be calculated in terms of emotional identification, perception and expression. The research stated that, individuals who are lower in self-control will be far from the social recognition. Fewer increments for the work performed. Boss bombarding in the job, promotion mistakes these all the indicators for employee poor performance. Transparency is
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one more emotional factor; an employee in the organization will be aggressive in terms of grabbing success with his performance. In this scenario, people should be like-minded by not doing any mistakes in the job. Transparency helps more for achieving success and getting more rewards and recognition. Adaptability is one factor which makes the employee to be highly adaptive to the surroundings and work environment. Even in hostile environment, surviving and overcoming that hostility will leads to the success of an employee which depends on his emotional condition of adaptability. Achievement orientation, by setting goals properly an employee can perform under pressure and adjust to the organizational change. Similarly, job performance indicators are becoming very complicated and challenging. Some researchers found that, emotional intelligence was a significant predictor of job performance. They found that, employees’ emotional intelligence was positively associated with job satisfaction and that develops the performance. Outcome based working progress will leads to successful career achievement. Controlling Anxiety and anger are other emotional factors. Many employees in present scenario have stress full working environment which is hurdle for achieving the tasks and targets. Stress environment includes, incompletion of work in the time frame, improper training for the work delegated, irregular work timings, unable to balance the work life with personal life, employee attration in peak moment all these all leads to the anxiety and anger behavior of the employee. Such kind of factors can be downsizing the employee performance in the organization. Organizations should focus on the employee engagement activities to overcome these kinds of distrustful factors. Self-control is another emotional factor, research has been found that, individuals are lower in self-control. There is a need to strengthen self-control because employee performance relays on it. The present studies suggest that, this effect may be moderated by motivation. In particular, exhaustion and motivation jointly determine self-control performance. Team legitimacy which relates to the appraisal of team's effectiveness by external factors that have close relationship with emotions, which can influence thought processes by promoting different information processing strategies. Hence, an emotionally balanced employee will become successful in the professional as well as in personal life.

Figure 1.1A: Relationship between emotional factors and employee performance.

The moderate level of performance is being identified in the employees in many organizations. Organization has to take measures to upgrade the positive emotional levels to enhance the performance in the job. If a manager is having lower level of emotional intelligence in key areas that is achievement drive, teambuilding, flexibility and adaptability, he has to improve it. Because of, these factors are very much critical in the job. The organization has to arrange some relevant training programs to develop emotional intelligence and apply it in the job for higher results. The managers and supervisors have to take greater responsibility in the organization to develop the skills in the area of self-esteem, self-control,
innovation and developing others. The organization at the time of employee recruitment, must adopt administering emotional intelligence test for selecting right person for the right job which can improve the performance of the employee in the job shown in the figure: 1.1A

7. CONCLUSIONS
Emotional intelligence enhances to work performance by letting people to foster positive relations, perform well in groups and build social status. The current study is identified some kind of relationship between emotional factors and employee performance. The study identified that, emotional intelligence has direct impact on job performance.

The major finding of the study is, low level of emotional intelligence of employees had an important on their level of performance in their duties. The development of emotional intelligence required:

- When the employees show lower level of performance in the organization. Proper measures (Via Training the employee on his performance gaps; By providing right time appreciations when performed better; by rewarding him at the right perspective) have to be taken to enhance their operational skills on the job.
- Effective training methodologies and on the job training methods will also supports an employee to perform better than prior
- Employees are to be educated about their key performing indicators and key result areas to know the real time impact of those KRA’s and KPIs for better developments on the performance they rely on their jobs
- Management and Team leaders have to take initiative for updating the roles and responsibilities of the employee in the organization.

The paper concludes that emotional intelligence is an important variable that creates awareness, help employees’ to learn from others, share knowledge and creates trust and concerns for others. Emotional intelligence simultaneously influence on both the performance of the individual and organization.

REFERENCES
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