

A Study on Emotional Intelligence At Work Place

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INTRODUCTION

“Emotional Intelligence is the ability to sense, understand, value and effectively apply the power of emotions as a source of human energy, information, trust, creativity and influence”

-DANIEL GOLEMAN

Emotional Intelligence (EI) must somehow combine two of the three states of mind cognition and affect, or intelligence and emotion. Emotional intelligence refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while other claim it is an inborn characteristic. A number of testing instruments have been developed to measure emotional intelligence, although the content and approach of each test varies. If a worker has high emotional intelligence, he or she is more likely to be able to express his or her emotions in a healthy way, and understand the emotions of those he or she works with, thus enhancing work relationships and performance. Emotional Intelligence is not about being soft! It is a different way of being smart - having the skill to use his or her emotions to help them make choices in the moment and have more effective control over themselves and their impact on others.

Emotional Intelligence allows us to think more creatively and to use our emotions to solve problems. Emotional Intelligence probably overlaps to some extent with general intelligence. The emotionally intelligent person is skilled in four areas: Identifying emotions, using emotions, understanding emotions, and regulating emotions.

The term Emotional Intelligence is only a few years old. It originally developed during the 1970s and 80s by the work and writings of psychologists Howard Gardner, Peter Salovey and John Mayer. EI first appeared in 1985 in a doctoral dissertation by Wayne Leon Payne, which he entitled “A Study of Emotion: Developing Emotional Intelligence.” His thesis on emotional intelligence included a framework to enable people to develop emotional intelligence. Payne asserted that many of the problems in modern civilization stemmed from a suppression of emotion and that it was possible to learn to become emotionally intelligent. Later it was coined by Daniel Goleman, who wrote the pioneering book on the subject. He actually co-authored it with his wife, Tara, triggered by sitting through many frustrating business meetings with her. Emotional Intelligence then appeared in a series of academic articles authored by John D. Mayer and Peter Salovey (1990, 1993). These publications generated little attention. Two years later, emotional intelligence entered the mainstream with Daniel Goleman's (1995) best-seller *Emotional Intelligence: Why It Can Matter More Than IQ* and subsequent articles in *USA Weekend* and *Time Magazine* (October 2, 1995). More recently, Goleman's latest book, *Working with Emotional Intelligence* (1998), has caught the attention of human resource practitioners. Although the term ‘emotional intelligence’ was not used, it is evident that the groundwork for the research was set in motion long before any official work on emotional intelligence.

SCOPE OF THE STUDY

The scope of the study is to increase the employees emotional intelligence at work place and to help in future why some employees are outstanding performers while others are not. Emotional Intelligence calls for

recognizing and understanding of the issues in the organizations on the basis of the results organization can choose a strategy and actions to improve the performance of their employees.

NEED FOR THE STUDY

Emotional Intelligence helps the employees to increase their emotional self-awareness, emotional expression, creativity, increase tolerance, increase trust and integrity, improve relations within and across the organization and thereby increase the performance of each employee and the organization as a whole. "Emotional intelligence is one of the few key characteristics that gives rise to strategic leaders in organizations". Emotional intelligence plays a significant role in the organization and becomes an important criterion of evaluation for judgment of an effective employee, increases productivity and trust within and across the organization.

OBJECTIVE OF THE STUDY

The objectives of the study are as follows as

- To examine the determinants of emotional intelligence of employees at work place
- To know extent of employees awareness towards emotional intelligence

REVIEW OF LITERATURE

Sánchez-Ruiz, Jose, Carlos, Prez-Gonzlez and Petride (2010) "Trait emotional intelligence profiles of students from different university faculties" had examined that the trait emotional intelligence (trait EI or trait emotional self-efficacy) profiles of 512 students from five university faculties: technical studies, natural sciences, social sciences, arts, and humanities. Using the Trait Emotional Intelligence Questionnaire, researchers hypothesised that (a) social sciences would score higher than technical studies in Emotionality, (b) arts would score higher than technical studies in Emotionality, (c) arts would score lower than technical studies in Self-control, and (d) there would be an interaction between gender and faculty, whereby female students would score higher than male students within the social sciences only. Several other exploratory comparisons were also performed. Results supported hypotheses (a), (b), and (d), but not hypothesis (c), although the differences were in the predicted direction.

Nelis, Quoidbach, Mikolajczak and Hansenne (2009) "Emotional Intelligence Interventions to Increase Student success" focused on the construct of emotional intelligence (EI) which refers to the individual differences in the perception, processing, regulation, and utilization of emotional information. As these differences have been shown to have a significant impact on important life outcomes. This study investigated, using a controlled experimental design, whether it is possible to increase EI. Participants of the experimental group received a brief empirically derived EI training while control participants continued to live normally. The researchers found a significant increase in emotion identification and emotion management abilities in the training group. Follow-up measures after 6 months revealed that these changes were persistent. No significant change was observed in the control group. These findings suggest that EI can be improved and open new treatment avenues.

Hopkins & Bilimoria (2008) in his study "Social and Emotional Competencies Predicting Success for Male and Female Executives" explored the relationship between emotional and social intelligence competencies and organizational success. The study illustrates not much of differences between male and female leaders in their demonstration of emotional and social intelligence competencies and also found that when it comes to competency demonstration most successful men and women were more the same than different. However gender did play a reasonable role in the relationship between the demonstration of these competencies and success. 65 Further male leaders were considered to be more successful, even though male and female leaders demonstrated the same level of competencies. The four competencies that divided the most successful male and female leaders from their typical counterparts were Self Confidence, Achievement Orientation, Inspirational Leadership and Change Catalyst.

Koman, E. S., & Wolff, S. B. (2008) "Emotional intelligence competencies in the team and team leader: A multi-level examination of the impact of emotional intelligence on team performance". This study examines the relationships among team leader EI competencies and team performance. The study was conducted on 349 aircrew and maintenance military team members participated representing 81 aircrew and maintenance teams. Results shows that team leader EI is significantly related to the presence of emotionally competent group norms

(ECGN) on the teams they lead, and that ECGN are related to team performance. The authors also provide three suggestions. Firstly, Employee leaders with better EI competencies not only increase their own personal performance but also of the teams they lead. Secondly, by developing or hiring emotionally competent managers. Finally by developing emotionally competent first line leaders, organizations should develop emotionally competent executive leaders because each individual on the executive management team influences the development of ECGNs on the teams he or she leads.

Carmeli and Josman (2006) “The relationship among emotional intelligence, task performance, and organizational citizenship behaviors” this research suggests possible connections between emotional intelligence and positive performance in the workplace. Researchers say that even though research suggests that there is a connection between emotional intelligence and positive performance in the workplace, it is typically based on self reported assessment and it overlooks that work performance is actually multidimensional. Research suggests that possible connections between emotional intelligence and positive performance in the work place. Authors noted that task performance may not reveal the completeness of a leader’s work role. Other behaviors like maintaining civil relationships and helping subordinates with issues, would also influence the work performance. Researchers explored two essentials of the leader: altruism and general compliance could be the reasons that maintain the leader’s respect from subordinates and could, therefore, impact subordinates’ willingness to conscientiously perform work for the leader. Researchers conducted a study on 215 employees in different 66 organizations in Israel to see if there was a connection between emotional intelligence with both altruistic behavior and compliant behavior. Data was collected from subordinates and supervisors, as well as the participants, themselves. Their findings suggest that both altruism and compliance were related to task performance. Researchers also found that three elements of EI (appraisal and expression of emotions, regulation of emotions, and utilization of emotions) were related to task performance and to altruistic behaviors, but only partially to compliance behaviors.

Goleman (1998) “Working with emotional intelligence” Competency research in over 200 companies and organizations worldwide shows that about one-third of the difference is due to technical skill and cognitive ability while two-thirds is due to emotional competence. (In top leadership positions, over four-fifths of the difference is due to emotional competence).

Bar-On’s (1997) “The Bar-On Emotional Quotient Inventory (EQ-I): A test of emotional Intelligence” this study portrays social responsibility and empathy as specific interpersonal skills. Goleman’s 1995 model includes the same empathic awareness and attunement, this is the skill required to recognizing emotions in others. Knowing these varying EI models the study of the relationship of EI to moral/ethical behavior and to values has been inconsistent. The moral/ethics/values dimensions are often described as part of the basis for educational programs involving EI a well designed empirical research in this area is very much a necessity.

RESEARCH METHODOLOGY

The study is descriptive in nature; relevant data has been collected from both primary and secondary source of information. . Random sampling method was used to collect data from 150 respondents in the organization The data was collected through structured questionnaire which was divided into two parts respondents were asked to reveal their personal characteristics in the first part of the questionnaire i.e. age, education, income, marital status and second part of the questionnaire is to measure the emotional intelligence level of employee constructed by Goelman was used . The Secondary Data were collected from various journals, articles, research report etc.

RESULTS & DISCUSSION

The results of the study is discussed below

I. DETERMINANTS OF EMOTIONAL INTELLIGENCE OF EMPLOYEES AT WORK PLACE

The level of emotional intelligence was measured using Goelman scale, to find the undersating level of the questionnaire, reliability statistics was done. Devellis (1991) suggested that an acceptable level of reliability for psychometric test starts from .65 in this analysis most of the reliability value is above .65. The Cronbach’s alpha value of the study is .884 (88.4%). In this study, the value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.798 (79.8%) which is adequate for proceeding with factor analysis. The total variance explained for the study is 65.539% by the 10 extracted components that are explained in detail to understand the determinants of employees’ emotional intelligence at work place. They are follows as

RELATIONSHIP FACTOR

Relationships are associated with a number of positive outcomes (e.g., happiness, less stress) and are actively pursued for those individuals desiring them. Little attention has to be devoted for finding ways to preserve and pass on social relationships that are so important to business continuity. There are numerous opportunities to form social relationships with their co-workers which brings the team spirit among employees. Mentoring is necessary to pass on social relationships and also social relationships are important for defending relationships between an organization and its customers, suppliers, distributors, and other relevant groups on which the organization depends for success. Without making the effort to pass on these relationships, business can be lost and productivity can suffer. The items loaded on this factor is given below

- I work under pressure (.688)
- I build rapport and keep others in the loop (.677)
- I make and maintain personal friendships among work associates (.626)
- I remain undisturbed during the critical (.501)
- I appeal to the core values of the group to clarify the alternatives and make the right decisions (.445)

ADAPTABILITY FACTOR

In today's dynamic workforce change is no longer the exception it is the rule. Adaptability is the Flexibility in adapting to changing situations or overcoming obstacles. Adaptors manage to stay flexible and productive when the demands of the job are pulling them in many different directions at the same time. Employees with high adaptability respond well to unforeseen changes by taking apt decisions. In fact, many of them thrive on change. Adaptable managers often are excellent mentors for new employees because they can easily accommodate the schedule changes necessary to guide or help orient another into a new position. The adaptive employee understands the work and finds creative ways to get the job done with little cost to the bottom line. When a new process or procedure is implemented the adaptable employees are great at encouraging at others. Employees who can adapt quickly find opportunities to improve service and will have a better chance at survival. The items loaded on this factor is given below

- I face up prejudices and intolerance (.722)
- When it is necessary, I can take decisions independently of my position in the organization (.599)
- I have a good understanding of the forces that shape the views and actions of clients, customers, or competitors (.581)
- I consistently challenge bias and intolerance (.580)
- I am decisive, and able to make sound decisions despite uncertainties and pressures (.522)
- I seek out relationships that are mutually beneficial (.478)

INITIATIVE OF THE EMPLOYEE

The American Heritage Dictionary defines initiative as "the power, ability, or instinct to begin or to follow through energetically with a plan or task; enterprise and determination". Initiative is the readiness to act and seize opportunities. Many employers look for initiative as a "must have" trait for every position they are attempting to staff. In addition, it is critical to demonstrate initiative to be promoted in an organization. Demonstrating initiative proved to be the most powerful work skills tool for bridging the chasm between the intelligent, average worker and the super productive, star worker. If a employee is starting out in a new workplace, they will quickly be judged on whether they will go beyond their specific responsibilities and take initiative to face the challenges. The items loaded on this factor is given below

- I consider myself an effective person, capable of taking on challenges and master new tasks (.707)
- I operate more from the expectation of success for fear of failure (.652)
- I actively seek out opportunities to meet the group's mission (.627)
- I insist on getting my goals despite obstacles and setbacks that occur (.428)

RESPONSIBILITY FACTOR

When employees become an integral part of the organization they develop a sense of responsibility and pride in the success of the overall program. It is not only responsibility of management but also co-workers to achieve the goal of the organization and enables them to participate in hazard identification and problem-solving efforts. Employees involvement is the key to making it work. Employees have a responsibility to help employers create

a workplace free of discrimination, and to cooperate with and participate in the employer's attempts to accommodate the employee's needs that are to be protected. The items loaded on this factor is given below

- I provide original solutions to problems (.778)
- I do not hesitate to deal with challenging goals and take calculated risks (.724)
- I take responsibility for my actions (.722)

LEADERSHIP FACTOR

Inspirational leadership is guiding and motivating with a compelling vision. Good leaders are made not born. If one has the desire and willpower, they can become an effective leader. Outstanding leaders develop through a never ending process of self-study, education, training, and experience (Jago, 1982). Leaders bring more to their jobs than the ability to get the work done from co-workers. Leadership is a process whereby an individual influences a group of individuals to achieve a common goal and is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. To inspire the workers into higher levels of teamwork, there are certain things one must know and do. These do not come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills, they do not rest on their laurels. It is about enabling an individual to work as a team, understand and complement one another and find innovative solutions to organizational problems. The items loaded on this factor is given below

- I respect and relate well to people from varied backgrounds (.830)
- I mentor, give timely coaching, and offer assignments that challenge and grow a person's skill (.515)

OPTIMISM

Optimism is seeing the upside in events and it is the tendency to look at the bright side of any situation and expect the best possible outcome from any series of events. People who feel optimism live their lives expecting positive outcomes and events. Optimism is powerfully motivational and it is one of the cornerstones of success. Optimism is on the increase among employees working in the creative business. Optimistic employees work harder, longer and with a more innovative spirit. Optimism must be infused in the workplace through the company's values. Focusing on the simple principle unleashed the optimism of both employees and consumers alike, making them proud to be part of organization. Workplace optimism is a culture attribute nurtured by managers and which is sustained by everyone. The item loaded on this factor is given below

- I help out based on understanding other people's needs and Feelings (.689)
- I have confidence in myself (.593)
- I have a guiding awareness of my values and goals (.515)
- I am organized and careful with my work (.435)

TEAM BUILDING

Team building is an ongoing process that helps a work group evolve into a cohesive unit. The team members not only share expectations for accomplishing group tasks, but trust and support one another and respect one another's individual differences. The role as a team builder is to lead the team towards cohesiveness and productivity. A team takes on a life of its own and have to regularly nurture and maintain it. Employee involvement, teams, and employee empowerment enable people to make decisions about their work. With good team-building skills, the team builder can unite employees around a common goal and generate greater productivity so it is the responsibility of the team builder to draw all the group members participation to achieve companies mission for which team building is very crucial. The item loaded on this factor is given below

- I draw all members into active and enthusiastic participation (.734)

LOYALTY FACTOR

Loyal employees are the heart of successful companies. When employees feel fulfilled at their jobs, they go above and beyond to help the organization improve. They share expertise, resolve conflicts, suggest improvements, boost morale, help co-workers, conserve resources, and more. "Those behaviors make groups and organizations more effective sales become better, production loss gets lower, everything else would be enhanced." When employees are involved in decisions making, loyalty is further being increased and foster engagement. The item loaded on this factor given below

- I don't hesitate to skip the usual routines when it is necessary to carry out the work (.742)

EMOTIONAL COMPETENCE

Nowadays companies are facing an increasing stress of competition. They have to cope with shorter product lifecycles, rising customer demands, quicker technological developments and higher cost pressure. In order to create strategic competitive advantages, companies have to concentrate on their core competencies, which are significantly influenced by the skills and the knowledge of their employees. The main goal of business process management is to increase efficiency and effectiveness of companies by improving business processes and thus to increase the company value. For the employees, change implies continuous learning in order to tackle new challenges and tasks by competing with their emotions. The item loaded on this factor given below

- I know that emotions I'm feeling at every moment and why (.826)
- I am willing to sacrifice myself in the name of the organization's goals (.487)

EMPATHY TOWARDS EMPLOYEE

Empathy is sensing others' emotions, understanding their perspective, and taking active interest in their concerns. Empathy is one of factor in relationships and it is the ability to experience and relate to the thoughts, emotions, or experience of others. Empathy is more than simple sympathy, which is being able to understand and support others with compassion or sensitivity. Empathy is essential among employees for endorsing a good relationship in workplace. Empathy is also a key part of emotional intelligence that several researchers believe is critical to being an effective leader (Goleman, 1995). The item loaded on this factor given below

- I show sensitivity and understand others perspectives (.762)
- I promote actions that encourage a climate of friendship in the team (.693)

II. EMPLOYEES AWARENESS TOWARDS EMOTIONAL INTELLIGENCE

Many people are disconnected from their emotions especially strong core emotions such as anger, sadness, fear, and joy. This may be the result of negative childhood experiences that taught you to try to shut off your feelings. But although we can misrepresent, refuse, or numb our feelings, we can't eliminate them. They're still there, whether we're aware of them or not. Unfortunately, without emotional awareness, we are unable to fully understand our own motivations and needs, or to communicate effectively with others. The employees are asked to give the awareness towards emotional at work place at various situations. The results are given below

Table -1: AWARENESS TOWARDS EMOTIONS

	NO. OF RESPONDENTS	PERCENT
Yes	92	61.3
No	30	20
Sometimes	28	18.7

61.3% of the employees are able to identify and understand the cause of their emotions, and 20% of the employees don't understand their emotions, where as 18.7% are able to understand only sometime.

Table – 2: CONTROL OVER EMOTIONS

	NO. OF RESPONDENTS	PERCENT
Yes	51	34
Not always	78	52
No	21	14

52% of the employees do not control their emotions always, 34% of the respondents are able to control their emotions, where as 14% of they lack in controlling it.

Table - 3: WAYS OF CONTROLLING EMOTIONS

	NO. OF RESPONDENTS	PERCENT
Naturally without any effort on its own	31	20.7
With deliberate effort	31	20.7
Distraction by some other activity	62	41.3
Counseling by someone	26	17.3

41.3% of the employees control their emotions mainly by distracting in some other activity or becoming busy, 20.7% of employees control their emotions naturally without any effort on its own and also by taking deliberate effort. 17.3% of the employees control their emotions by the way getting counseling by someone

Table - 4: COLLEAGUES EMOTION

	NO. OF RESPONDENTS	PERCENT
Yes	98	65.3
No	52	34.7

65.3% of employees understand their colleague's emotion and of which 34.7% of employees do not understand their colleague's emotion.

SUGGESTION

The research revealed that most of the respondents are only average in their emotional competencies, therefore it is suggested that regular programmes at work should be held by the training and development team in order to improve the level of emotional intelligence thereby developing superior performance at work.

- Management should provide adequate recreational facilities to the employees which helps the superior and sub-ordinate relationship and mainly reduces job related stress.
- The management should ensure effective utilization of manpower.
- Open session within every department can be made as a regular practice every week to know and understand the views of the employees. It can be used to solve workplace hurdles and it may also serve as a source to get new productive solution.
- For better organizational climate and culture, the company must start hiring emotionally matured persons and must develop the level of emotional intelligence among the existing employees, thereby enabling them to face and overcome tremendous challenges at work.
- Emotional intelligence has gained good recognition among the individuals, but still the awareness level among all the employees should be increased.
- Emotional intelligence must be promoted among the employees and managers by regularly conducting 'Emotional Competence' training programme.
- The leaders of the organization must develop emotional stability to ensure the physical and mental health of the self and that of the serving organization.

CONCLUSION

Emotional intelligence plays an important role for employees in the organization. This paper has made a better understanding about the various reasons for emotion and better control over the emotion. Handling emotions is an important requirement for a HR for himself and among the employees as well. This will help to increase

organizational commitment, improve productivity, efficiency, retain best talent and motivate the employees to give their best. This study confirms that both emotional intelligence and work life balance together create organizational success and develop competitive advantage for organizations. Understanding the potential and the talent that the employees and ensure the difference that employees bring to the work place and value them to make it a part of the organizational success. The work place should be better so that the employees can have a better team work, find solutions for problem, enhanced job responsibility, group mission, challenges, routine work, self confidence among workers. Emotional intelligence will bring in better adaptability, empathy towards employee, leadership qualities, group rapport, participative management, decision making, and understanding among colleagues. Most of the organizations are nowadays taking those employees who are emotionally intelligent, so that they can face the workplace problems easily and they can become more productive for the organization. Emotionally intelligent organization can be made through organizational strategies, leadership skills, development programmes, self awareness and self management tools. The researcher from the study concludes that emotional intelligence is linked at every point of workplace performance and it is of utmost importance nowadays. Hence, to be successful in life Emotional intelligence plays a vital role.

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