

A Study on Relationship between Emotional Intelligence and Work Performance among The Thread Mill Employees With Reference To Tirunelveli District -Tamil Nadu

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ABSTRACT: *The present study made an attempt to know the relationship between emotional intelligence dimensions and work performance dimensions among the thread mill employees with reference to Tirunelveli district - Tamil Nadu. For that the researcher selected 450 samples on the basis of stratified random sampling technique. The hypothesis that there is a positive correlation between the two selected variables dimensions. Correlation was worked out. Standard Psychological tools were used to measure. Result shows that there is a positive correlation between the two selected variables dimensions.*

KEYWORDS: *Emotional intelligence, Work Performance.*

I. INTRODUCTION

An employee work outcomes. There is increasing recognition that task performance does not, in itself, capture the full range of the individual work role [1]. Although the formal contract between employee and organization may designate the mandatory tasks to be undertaken (i.e., task performances that are formal requirements and expectations an employee is asked to meet at work), there are, however, nonformal tasks and expectations which an employee is frequently required to meet. These nonformal tasks refer to extra-role behaviors that go beyond formal role requirements such as organizational citizenship behaviors are important components of work performance and contribute to organizational functioning. This argument is embedded in Organ's Classic Definition of (OCD) as "behaviors of a discretionary nature that are not part of the employee's formal role requirements, but nevertheless promote the effective functioning of the organization".

Hence, it is important to examine both employee extra-role behaviors and task performance as part of his or her overall work outcomes. We examine standardized task performance and two elements of OCE-altruism and compliance. Altruism refers to voluntary behaviors, directly and intentionally aimed at helping individuals within the organization (e.g., helping others with heavy work- loads, orienting newcomers, etc.). General compliance (or conscientiousness) is represented by impersonal behaviors, directed at the organization in general (e.g., being punctual, not spending time in idle conversation, not taking undeserved breaks). It usually reflects a person's internalization and acceptance of the organization's rules, regulations, and procedures, resulting in conscientious obedience, even in the absence of compliance monitoring.

II. EMOTIONAL INTELLIGENCE AND WORK PERFORMANCE

Organizations are social systems wherein members interact with one another as well as with external constituents (e.g., customers, suppliers). These interactions involve and invoke, by nature, emotions which underlie human behavior. Thus, to facilitate effective interactions, it is vital that individuals develop their ability to understand and manage both their own emotions and those of others. A recent study reports that emotional intelligence is positively associated with quality of social interactions [2]. Effective interactions are the cornerstone of performance; [3] put it as follows: "If you're a scientist, you probably need an IQ of 120 or so simply to get a doctorate and a job. But then it is more important to be able to persist in the face of difficulty and to get along well with colleagues and subordinates; then it is to have an extra 10 or 15 points of IQ. The same is true in many other occupations.

It provided a wide array of reasons for the positive link between emotional intelligence and individual work success [4]. Found differences among individuals who were given moderate as well as very difficult problems to solve [5]. Individuals with high emotional intelligence were more successful than individuals with low emotional intelligence at solving more numerous problems and in completing their cognitive tasks.

Empirical research conducted in organizational settings, albeit limited, provides some evidence to support the positive effect of emotional intelligence and work performance: A strong relationship between

superior performing employees and emotional intelligence. By contrast [4] found that for career tracks where emotional intelligence may not be central or necessary, emotional intelligence in fact declined as managers were higher up on the corporate ladder. [6] However, found evidence for a positive correlation between subordinates' commitment to the organization and their supervisors' emotional intelligence. In addition, higher total emotional intelligence ratings predicted better supervisor ratings of their surveyed employees, indicating the centrality of emotional intelligence for customer relations [7]. The importance of motivating others as a component of emotional intelligence was underlined [8], who found that more emotionally intelligent individuals wrote higher quality vision statements than others, even after the Big Five personality traits have been accounted. Thus, emotional intelligence appears to positively contribute to work performance when the maintenance of positive personal commitment is important to success [6], [8]. A recent meta-analysis found that "emotional intelligence measures have an operational validity of 24, 10 and 24 for predicting performance in employment, academic, and life setting' respectively [9].

III. STUDIES RELATED TO THE TOPIC

Peter Butler (2004)¹⁰ conducted a study on High Performance Management: A Literature Review. In recent years there has been widespread discussion concerning the purported shift away from Taylorism towards a new production paradigm premised upon techniques of High Performance Management (HPM). This paper argues that in seeking to capture the essence of the phenomenon commentators typically privilege different aspects of the management function. For example, some emphasize the importance of task formulation while others focus heavily on the management of human resources. Drawing on recent work [11], it is argued that any construct needs to be understood as a composite covering three discrete but related spheres: production management, work organization and employee relations. The paper then moves on to consider the principal theoretical debates surrounding the emergent model; namely, the compatibility of HPM with neoliberal orthodoxy; the impact of HPM on productivity; and, finally, the implications of HPM vis-à-vis employees. The paper concludes that there is a need for the development of more refined analytical tools and similarly the excavation of data more sensitive to potential sectoral dynamics.

David L. Van Rooy, et al. (2005)¹² conducted a study entitled "An Evaluation of Construct Validity: What Is This Thing Called Emotional Intelligence?", and investigated the meta-analytic review of the Emotional Intelligence (EI) construct. The first portion of the study examined the relation between EI measures based on two differing models of the construct (i.e., mixed and ability). This study then examined the relation of each of the models separately with cognitive ability and the Big Five personality factors. Results indicate that measures based on the mixed model of EI overlap extensively (i.e., correlate .71 among themselves; $k = 12$, $N = 3,259$), whereas mixed measures and ability measures are relatively distinct (.14; $k = 13$, $N = 2,442$). Mixed model measures of EI exhibited greater overlap with personality than ability-based EI measures. Conversely, ability-based EI measures demonstrated a higher correlation with cognitive ability than mixed measures.

Joseph Rode, et al. (2007)¹³ conducted a study on "Emotional intelligence and individual performance evidence of direct and moderated effects". They examined the direct and moderated effects of an ability-based measure of emotional intelligence on individual performance in a sample of business undergraduates. Controlling general mental ability and personality, emotional intelligence explained unique incremental variance in performance ratings on only one of two measures of interpersonal effectiveness (public speaking effectiveness). However, the interaction of emotional intelligence with conscientiousness explained unique incremental variance both in public speaking and group behaviour effectiveness, as well as academic performance. It is concluded that the effects of emotional intelligence on performance are more indirect than direct in nature. Individuals must not only have emotional intelligence, but also must be motivated to use it.

Ravichandran, et al. (2011)¹⁴ has explained that EI has become a popular tool in organizations. There is still a need for increased empirical research on the construct [8]. This study contributes to the literature by providing more information about Emotional intelligence which may alleviate Work Engagement Behavior. It does this by building on the small existing pool of knowledge in order to extend the research on EI. The expected outcome of this study was an increased understanding of how EI impacts on Work Engagement behaviour. Emotional intelligence was measured using the 33-item Schutte Self-Report Inventory (SSRI) developed by Schutte and colleagues. Engagement was measured using the shortened version of the Utrecht Work Engagement Scale (UWES). The scale consists of 9 items and was designed to measure the three components of engagement: vigor, absorption, and dedication. The samples of 119 employees who are from information technology services and information technology enabled services of Chennai city in India, chosen for the study. Self-administered questionnaire distributed and information collected. Research design descriptive type with non-probability purposive sampling technique was used for the study.

Muhammad Salman Aslam (2013)¹⁵ conducted a study on Enhancing Group Performance through Employee Involvement: A Conceptual Framework on Workforce Diversity. The purpose of the study is to examine the brunt of employee involvement on the relationship of workforce diversity and employees' group performance. The paper seeks to find the relationship of workforce diversity and group performance of employees. Furthermore, the paper aims to investigate the influence of employee involvement on this proposed model. The current paper is a conceptual research work conducted through secondary data only. Future studies may be undertaken to empirically test this model.

IV. METHODOLOGY

3.1 OBJECTIVES

To examine the relationship between Emotional Intelligence (EI) and work performance of employees.

3.2 HYPOTHESES

- There is no significant relationship between the various dimensions of emotional intelligence and work performance.
- There is no significant relationship between the various dimensions of emotional intelligence and work performance dimensions.

3.3 RESEARCH TOOLS

The following pre-tested standardized questionnaires have been used in this study to measure the emotional intelligence and work performance.

- Work performance (Johann. M and Schepers –2008)

V. RESULT AND DICUSSION

Table 1. Correlations for Emotional Intelligence Dimensions and Work Performance

Variable	Self aware	Empathy	Self motivation	Emotional stability	Managing relation	Integrity	Self development	Value orientation	Commitment	Altruistic behaviour	Creative ideals	Task orientation	Interpersonal relationship
Work Performance	0.330*	0.499*	0.587*	0.523*	0.295*	0.513*	0.402*	0.046	0.493*	0.251*	0.902*	0.623*	0.510*

* Correlation is significant at the 0.01 level.

Ho: There is no significant relationship between the various dimensions of emotional intelligence and work performance.

It is inferred from the above table 1 that the work performance is positively and significantly related to all the sub dimensions of emotional intelligence except value orientation. But this is also positively correlated and it has weak correlation. Also the dimensions creative ideas, self-motivation, integrity, emotional stability and self-awareness all have high correlation with work performance and are also positively correlated. Therefore it is concluded that the null hypothesis is rejected and the alternate hypothesis is accepted. Hence, it is inferred that there is a significant relationship between the various dimensions of emotional intelligence and work performance.

Table 2 Correlations between Emotional Intelligence Dimensions and Work Performance Dimensions

			Self motivation	Managing relation	Emotional stability	Integrity	Self development	Value orientation		Altruistic	Creative	Task	Interpersonal
Empathy	1.000	0.177	0.397*	0.238*	0.327*	0.395*	0.300*	0.085	0.402*	0.129	0.487*	0.411*	0.162
Self aware	0.177	1.000	0.344*	0.280*	0.415*	0.442*	0.089	0.076	0.444*	0.420*	0.207*	0.387*	0.210*
Self motivation	0.397*	0.344*	1.000	0.264*	0.475*	0.470*	0.287*	0.001	0.387*	0.246*	0.511*	0.523*	0.280*
Managing relation	0.238*	0.280*	0.264*	1.000	0.278*	0.365*	0.564*	0.065	0.371*	0.202*	0.493*	0.419*	0.228*
Emotional stability	0.327*	0.415*	0.475*	0.278*	1.000	0.512*	0.574*	0.357*	0.241*	0.147	0.524*	0.358*	0.478*
Integrity	0.395*	0.442*	0.470*	0.365*	0.512*	1.000	0.314*	0.122	0.417*	0.205*	0.403*	0.518*	0.257*
Self development	0.300*	0.089	0.287*	0.564*	0.574*	0.314*	1.000	0.093	0.369*	0.098	0.443*	0.264*	0.110
Value orientation	0.085	0.076	0.001	0.065	0.357*	0.122	0.093	1.000	0.165	0.130	0.078	-0.042	0.055
Commitment	0.402*	0.444*	0.387*	0.371*	0.241*	0.417*	0.369*	0.165	1.000	0.419*	0.451*	0.487*	0.109
Altruistic behaviour	0.129	0.420*	0.246*	0.202*	0.147	0.205*	0.098	0.130	0.419*	1.000	0.217*	0.223*	0.124
Creative ideals	0.487*	0.207*	0.511*	0.493*	0.524*	0.403*	0.443*	0.078	0.451*	0.217*	1.000	0.588*	0.240*
Task orientation	0.411*	0.387*	0.523*	0.419*	0.358*	0.518*	0.264*	-0.042	0.487*	0.223*	0.588*	1.000	0.278*
Interpersonal relationship	0.162*	0.210*	0.280*	0.228*	0.478*	0.257*	0.110	0.055	0.109	0.124	0.240*	0.278*	1.000

* Correlation is significant at the 0.01 level.

Ho: There is no significant relationship between the various dimensions of emotional intelligence and work performance dimensions.

The above table 2 shows the correlation between the various dimensions of emotional intelligence and work performance dimensions. It is revealed from the obtained result that the work performance dimension creativity ideas is positively and significantly correlated with all the sub dimensions of emotional intelligence except value orientation. Also in the dimension task orientation, the value orientation is weakly correlated. Further interpersonal relationship is positively and significantly correlated with the dimensions such as self-awareness, self-motivation, managing relation, integrity and self-development. Therefore it is inferred that the null hypothesis is rejected. So it is concluded that the work performance dimensions and emotional intelligence dimensions are closely related to each other.

4.1 FINDINGS

The following findings were arrived from the research survey. They were.

- It is inferred that there is a significant relationship between the various dimensions of emotional intelligence and work performance.
- Work performance dimensions and emotional intelligence dimensions are closely related to each other.

4.2 RECOMMENDATIONS

The emotional intelligence of the employees is highly significant to do their work effectively. Because they have to control their emotions. Since the emotion is the shadow of intelligence. Therefore the organization try to provide training programmes related to emotional management, stress management, time management and interpersonal skill training to all the employees. So they are able to cope up and their work performance is improved.

VI. CONCLUSION

The study attempts to find out the relationship between emotional intelligence and work performance. In the present research, the study concluded that there is a positive relationship between employee's emotional intelligence and work performance. Also the dimensions of EI and work performance dimensions are positively correlated with each other.

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