

Investigative Study On Effect Of Emotional Intelligence On Job Satisfaction And Performance

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INTRODUCTION

Since the publication of the best selling book *Emotional Intelligence* by Daniel Goleman (1995), the topic of emotional intelligence has witnessed unparalleled interest. But what exactly is emotional intelligence? As is the case with all constructs (i.e. intelligence or personality), several schools of thought exist which aim to most accurately describe and measure the notion of emotional intelligence. At the most general level, emotional intelligence (E.I.) refers to the ability to recognize and regulate emotions in ourselves and others (Goleman, 2001). Peter Salovey and John Mayer, who originally used the term "emotional intelligence" in published writing, initially defined emotional intelligence as:

A form of intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions (Salovey & Mayer, 1990).

Later, these authors revised their definition of emotional intelligence, the current characterization now being the most widely accepted. Emotional intelligence is thus defined as: The ability to perceive emotion, integrate emotion to facilitate thought, understand emotions, and to regulate emotions to promote personal growth (Mayer & Salovey, 1997). Organization leaders tend to provide educational facilities for their employees so that they improve their physical, psychological, emotional and mental capabilities (Ashkanasy et al., 2002). EI can create a pleasant workplace and affect employees' job satisfaction, efficient management and organization development (Patra, 2004). Studies show that EI is significantly important in productivity and job satisfaction (Jordan et al., 2002). Emotions create assurance and commitment, which in turn improves job satisfaction and productivity (Cooper, 1998). Seligman (1990) found that EI increases employees' productivity. Bellamy and Bellamy (2003), SY et al. (2006), Wong and Law (2002) and Villard (2004) found a significant relationship between EI, job satisfaction and performance. Training some aspects of emotional intelligence improves job satisfaction and productivity (Hosseinian & Yazdi, 2008). In the field of Industrial / Organizational psychology, one of the most researched areas is the relationship between job satisfaction and job performance (Judge, Thoresen, Bono, & Patton, 2001). Landy (1989) described this relationship as the "Holy Grail" of Industrial psychology. Research linking job performance with satisfaction and other attitudes has been studied since at least 1939, with the Hawthorne studies (Roethlisberger & Dickson, 1939). Judge et al. (2001) argued that there are seven different models that can be used to describe the job satisfaction and job performance relationship.

PROBLEM IDENTIFICATION

The backbone of the Indian Economy is based on the performance of the public sector units, which has been evident in the last 2-3 decades. The productivity of an employee from the Public Sector Units is directly related to the work life and quality work. Motivational factors such as salary, wages, incentives, bonus and Promotions are largely responsible for the qualitative and quantitative output by the employees. Officers of the Public Sector Units play a major role since the managers are decision and policy makers. In this context, Emotional Intelligence leads to motivation, empathy, Social skills, self awareness and thus ultimately, an "empowered employee" plays a vital role in the organization by improved and better performance and also constructing a healthy organizational climate. The last decade has seen the entry of MNC's and foreign companies in almost every field, the Manganese sector being no exception. As such, all major PSU's have been going through the process of restructuring. Manganese being a core sector, the product influences the economics of many industries.

In the context of above, the importance of Emotional Intelligence on the Performance of employees needs a special attention for the survival and growth of the Industry and the focus of this research is to analyze the effect of EI and

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suggest methods for improved performance.

PARTICIPANTS

The total numbers of employees working in MOIL, as on 1.3.2009 were 6850 including mines and among that, the number of executives in the Nagpur head office were 75 and number of Non Executives were 145. So, the universe of the study will be considered to be the number of employees in the Nagpur head office, which is 220.

HYPOTHESIS

H₀ = The Performance of the emotionally intelligent employee is high.

DATA COLLECTION

PRIMARY DATA

The data was collected by means of questionnaire filled in by the employees of different posts. The purpose and objectives of this method is to study and find out that how far employees are Emotionally Intelligent and whether emotional intelligence has any effect on the performance of the employees. The primary data was also collected by interviewing the office personnel in the departments.

SECONDARY DATA

The secondary data was collected and gathered from other sources such as books, reviews, library, company manuals, Directors' report, Company Statements, Company Records etc.

INTERPRETATION & DATA ANALYSIS

Table 1 : Correlation Coefficient Of Employee Performance Index

S. NO.	Coefficient of Correlation of employee Performance with respect to:	Value of coefficient of Correlation
1.	Self Awareness	0.853
2.	Social Awareness	0.884
3.	Self Management	0.880
4	Relationship Management	0.922

INTERPRETATION

All the parameters of Emotional Intelligence are highly correlated with employee performance. These factors have high impact on the performance of the employees; this means if more emphasis is given on developing these factors, then performance of the employees will be more efficient. It would work in the same way if training is given to the employees regarding developing of EI parameters and the overall Organizational climate could be improved.

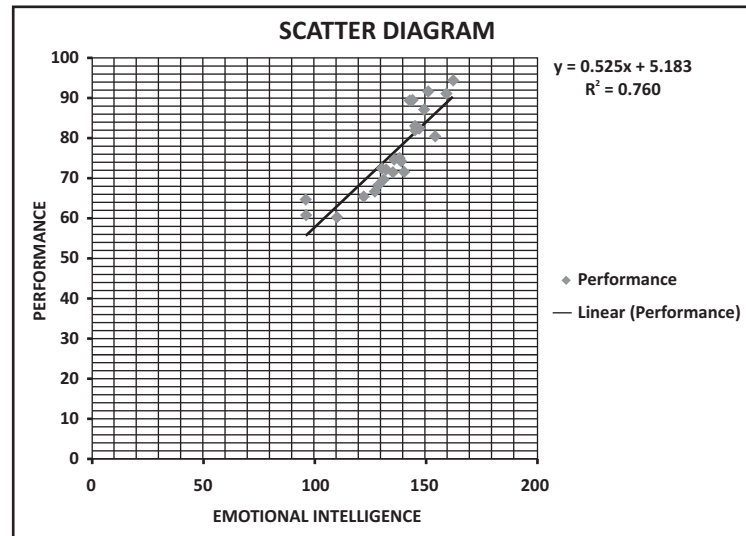
REGRESSION ANALYSIS

Table 2 : Performance and Emotional Intelligence

Regression Statistics	
Multiple R	0.872033266
R Square	0.760442016
Adjusted R Square	0.750026452
Standard Error	5.04787951
Observations	25

From the Figure 1, it is observed that there is a strong association between Performance and Emotional Intelligence.

Figure 1: Scatter Diagram 1



RESULT OF ANOVA

The performance was significantly better in emotional intelligent employees' group ($M=74.65$) in comparison to the performance of less emotional intelligent group ($M=63.19$), $F = 33.41$, $p < .01$.

CONCLUSION AND SUGGESTIONS

- ✿ Performance of employees is highly related with their emotional intelligence levels.
- ✿ The HR department should include the testing of Emotional Intelligence in the recruitment procedure so that they can select the best candidates for better performance.
- ✿ Recruitment of emotionally intelligent employees would also help in constructing a healthy environment at the work place.
- ✿ Decision Making regarding assigning of the jobs can also be done by keeping in mind the Emotional Intelligence of that employee. By this method, 'right job to the right person' can be assigned & thus, performance would be best.
- ✿ There should be a periodical assessment of EI scores of the employees. This will help in knowing the strengths and weaknesses of the employees.
- ✿ After knowing this, training should be given to the employees with a view to strengthen their strengths and overcome their weaknesses.
- ✿ The training could be given in the form of workshops or seminars conducted by experts in the field.
- ✿ Counseling by psychologists is also another method for developing and grooming the employees.
- ✿ Various seminars and workshops should also be conducted on developing the overall personality of the employees.
- ✿ Guidelines could also be provided to the employees in the form of pamphlets or charts pasted on the walls and notice boards of various departments, which will include guidelines as to how to develop your overall EI on self basis.

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