



THE IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEES BEHAVIOUR IN INDUSTRIAL ORGANIZATIONS

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ABSTRACT

The rising alertness on the part emotional intelligence play in work plays has made it popular in Human resource management emotionally intelligent people do extremely well at the work place. Emotional intelligence is a capability to intellect, recognize, successfully pertain authority, information and expertise of emotions among human resource. Occupational stress exist every where in an organization and in all the level of its workers. The study investigated the influence of emotional intelligence on employees behaviour in industrial organizations. This study was for the purpose of determining the stress coping strategies, that could improve job involvement, quality of work life, subjective well being among the work force in organizations. A total of 400 respondents were selected for the study. A set of questionnaire was utilized for data collection. The findings of the study revealed that there was a significant relationship between emotional intelligence and job involvement, quality of work life, subjective well being and stress coping skill.

Key words: Emotional intelligence, stress coping skills, Subjective well being , quality of work life, workers behaviour.

1. Introduction

The new world of order reflects an accelerated rate of change, changes in work force, impact of technology, industrialization and globalization. People currently need to function in a world vastly different from that of previous generations. Emotional intelligence is a new and growing area of behavioural research; it caught the attention of the general public, academicians, business world and the scientific community. Emotional intelligence is the capacity to effectively perceive, express, understand, and manage your emotions and the emotions of others in a positive and productive manner.

Emotional intelligence of the executives shared the relationship with their leadership practices. Emotional intelligence empowers the manager with the ability to grasp intuitively what others need and want and develop strategies to fulfilling those needs and wants. According to Daniel Goleman, “a EI is the capacity for recognizing one’s own feelings and those of others, for motivating oneself and for managing emotions well in oneself and others. He emphasizes that EI Matters, most than the Intelligent Quotient (IQ) under the premise that some people are academically good but still fail in their social and interpersonal associations. With the right emotional Intelligence skills, one can have control over these emotions and be successful at workplaces”. It is true that people with strong emotional intelligence give more efficiency, self-esteem and high self-confidence making themselves true business leaders.

In terms of Psychology, Stress is considered to be an “innate weapon” of the human body, which is used for protection in cases when the brain perceives that the person is in danger, even when the “danger” is a potential success in a test, or something else that the person considers to be important. High level of stress affect the self-confidence and enthusiasm of the employees. Prolonged experience to stress without valuable coping mechanisms could lead to a crowd of physical and mental problems. For example, stress could direct to stress-induced gastrointestinal problems, sadness, heart disease, etc. When individuals experience stress, they adopt different ways of dealing with it as they cannot remain in a contiguous state of tension. This is called coping, which is nothing but the way of dealing with stress.

2. Review of literature

L. Melita Prati et al. (2003) have discussed that Emotional Intelligence reflects the ability to read and understand others in social contexts, to detect the nuances of emotional

reactions, and to utilize such knowledge to influence others through emotional regulation and control. As such, it represents a critically important competency for effective leadership and team performance in organizations today. In this review, we develop a conceptual model that brings together theory and research on emotional intelligence, leadership, and team process and outcomes. Additionally, we formulate testable propositions, propose directions for future research, and discuss implications for practice.

Gill Mandip, Syed Farhat Ali et al.,(2012) explained that Emotional intelligence and job satisfaction are two concepts of high interest in the modern work environment. They serve as a competitive edge in personal and organizational life. The education system or the teaching profession is one of those within which, the individuals could reap great advantage from the knowledge of emotional intelligence owing to recurrent human communication that exists among them. It has been found that lack of job satisfaction leads to lower productivity, higher absenteeism, poor judgement, defensive behavior, hostility, reduction in creativity, and job turn over. It also revealed that among the components of emotional intelligence there was a significant impact of self-Emotion Appraisal (SEA) and Other Emotions Appraisal (OEA) on job satisfaction.

Muraleedaran and Krishnavani (1994) have investigated the quality of work life in the small – scale sector. The study shows that wages and salary, welfare measures and worker’s participation greatly contribute to the quality of work life of employees. The data analysis of Kerala small-scale sector indicates that there exists a gap between the intent and the content of the legislative provisions relating to the quality of work life and actual practice.

Divya Dovina (2014) described that as many nations of the world enter an era of post materialism in which basic survival needs are met, interest in Subjective Well-Being is likely to grow, affecting the ways in which policy makers govern. Continued research into Subjective Well-Being may ultimately answer the question of what composes the “good life”. It is concluded that personal reactions to life’s circumstances are more important than the events themselves and that personality affects our reactions. It examined the relationship between Subjective wellbeing and emotional intelligence.

Lazarus (2000) defined stress as a complex, multidimensional negative emotion. Due to the detrimental effects of stress various coping strategies have been designed and are applied at an individual or at an organizational level. While there has been a large body of research that examines the efficacy of a variety of individual coping strategies many researchers link stress

coping mechanisms to positive attributes and psychological features such as creativity, broadening, relaxation and reframing(Caulfield, Chang, Dollard, & Elshaug, 2004; Galanakis, Moraitou, Garivaldis, & Stalikas, 2009).

3. Research Objectives

- To understand the level of Emotional Intelligence of employees in chemical industry.
- To find out the influence of demographic variables on Emotional intelligence.
- To find out the relationship between Job involvement, Quality of work life, Subjective well being and Emotional intelligence.

4. Research Methodology

Primary Data was collected by researcher with the help of structured questionnaire administered to the employees of chemical industry. 400 Employees was represent the sample size. Convenient sampling method was adopted to select the respondents. To test the reliability of the data collected, the researcher used Cronbach’s Alpha Test and the value is 0.76 which shows that the data has satisfactory, reliability and validity. Using Statistical Package for Social Sciences(SPSS) for carried out correlation, multiple regression, and ANOVA test. And Path Model analysis was used to carry out for the selection of two variables.

5. Results and Discussions

The researcher obtained in the light of the stated objectives and the results are discussed below:

Table 1: The Emotional intelligence based on family related demographic factors

Variable	No.	Mean	Standard Deviation	F-value	P-value	Scheffe multiple comparison test
1.Age						Below 20
a)Less than 20	39	188.3	18.8	111.81	0.001*	21-30
b)21-30	66	191.2	9.6			< 31-40
c)31-40	116	202.4	15.6			< Above 40

d)Above 40	179	223.4	16.1			
2.Gender						
a) Male	310	212.7	20.1	64.2	0.001*	-
b) Female	90	194.1	16.4			
3. Marital Status						
a)Married	230	218.8	18.06	118.941	0.001*	<Married, <Unmarried, <Widow
b)Unmarried	112	199.5	16.3			
c)Widow	58	185.2	8.4			
4.Type of family						
a) Joint	83	220.9	16.48	40.12	0.001*	-
b)Nuclear	317	205.3	20.71			

Source Primary Data *Significant at 0.05 Percent level

Table 1 shows the emotional intelligence of employees based on demographic factors such as age, gender, marital status, type of family.

The Mean Emotional Intelligence based on age was found to be 188.3, 191.2, 202.4 and 223.4 respectively for the workers below 20 years, 21-30 years, 31-40, and above 40 years. One way ANOVA test was applied to compare the above four mean values. The significant 'p' value infers that the average EI score statistically differed with the age of the workers. In order to know which of the age group influences the EI Scheffe multiple comparison test was applied. The results shows that workers belonging to less than 20 years age group and 21-30 years have less emotional intelligence than workers in the age group of 31-40 years and above 40 years. Further 31-40 years workers are having comparatively less Emotional Intelligence than the above 40 years age group workers.

The Mean Emotional Intelligence was found to be 212.1 for male workers and 194.1 for female workers. One way ANOVA test was applied to compare the above mean values. The significant 'p' value infers that the average Emotional Intelligence score statistically differed

with Gender of the workers. The results show that Male workers have high level of Emotional intelligence than Female workers.

The Mean Emotional Intelligence was found to be at 218.8, 199.5 and 185.2 for the workers of married, unmarried and widow respectively. One way ANOVA test was applied to compare the ANOVA mean values. The significant ‘P’ value infers that the average Emotional Intelligence score statistically differed with the marital status. In order to know which of the Marital status influences the EI scheffe multiple comparison test was applied. The results shows that Married workers have high level of Emotional intelligence than unmarried and widow workers.

The Mean Emotional intelligence was found to be 220.9 for joint family and 205.3 for nuclear family. One way ANOVA test was applied to compare the above mean values. The significant ‘p’ value infers that the average Emotional Intelligence score statistically differed with Family size of the workers. The results shows that workers belonging to joint family have high level of emotional intelligence than workers belonging to nuclear family size.

The findings of this study are in support with the early research conducted by R. Anand et al., (2010) which asserts that Emotional Intelligence is high for above 45 years of age than the other criteria of years of service in the organization and also this study encourages the dimensions of leadership practices preferred by up to 45 years of age.

Table 2: Correlation between Job Involvement and EI variable

The table 2 shows the Pearson’s Correlation Coefficient between job involvement and EI variables.

Dimensions	Job involvement r value	P-value
Self regard	0.231	0.001**
Interpersonal relationship	0.157	0.002*
Impulse control	0.234	0.001**
Problem solving	0.113	0.024*
Emotional self-	0.150	0.003*

awareness		
Flexibility	0.185	0.001**
Reality testing	0.448	0.001**
Stress tolerance	0.357	0.001**
Assertiveness	0.313	0.001**
Empathy	0.155	0.002*

****Correlation is significant at 0.01 percent level *Correlation is significant at 0.05 percent level**

Pearson's Correlation Coefficient was applied to find out the relationship between Job involvement and Emotional Intelligence variables.

H₀: There is no significant relationship between job involvement and EI variables.

The above table shows the correlation between the various dimensions of EI and Job involvement. It is revealed from the obtained results that the Job involvement is positively and significantly correlated with the dimension of Emotional intelligence variables such as self regard, interpersonal relationship, impulse control, problem solving, emotional self-awareness, flexibility, reality testing, stress tolerance, assertiveness and empathy. Therefore the null hypothesis is rejected and it is concluded that the job involvement and emotional intelligence are closely related to each other.

The findings of this study confirm with the early research by Gill Mandip et al., (2012) which asserts that there is no significant relationship between emotional intelligence and job satisfaction. The result can be attributed to high level of job satisfaction by the respondents. The relationship between self awareness and self emotion appraisal in work and payment components of job satisfaction is found to be significant in women employees.

6. Recommendations

The sample of this study are employees from chemical industries. So that the study can be generalized to other kinds of industry as a whole. It must be found out the impact of emotional intelligence competency on diverse kinds of stressful situations e.g., trouble sleeping, weight loss, constantly feeling tired, poor performance at work, increased

dependency on alcohol or drugs. There is a need to develop emotional intelligence competencies in person for improving administrative performance and skills. Emotional intelligence and job involvement of the employees have significant relationship which develop the quality of work life. Emotional intelligence dimensions helps them to achieve a better cooperation within the organization and to improve the quality of work life of employees.

7. Conclusion

Emotional intelligence has positive relationship with stress coping skills and it is inferred that it enhances the employees performance of their work. Among the demographic factors, age, qualification, marital status, experience, significantly influences emotional intelligence. Considering the stress coping dimension result in significant increase in flexibility while using emotional intelligence. Among the five dimensions of stress coping skill, resourcefulness significantly influences the well-being of the employees. Moreover the results shows that there is a significant relationship between emotional intelligence and job involvement of employees is high it enhances the quality of work life. It is concluded that high level of emotional intelligence develops the level of employees performance in the work life and their career.

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