



“Impact of Emotional Intelligence on Performance of Employees at Manufacturing Organizations”

Bhagyshree M Bhoir, Sapna Suri

Abstract: Emotional intelligence of Employee was examined by the Researcher in the present study in association with performance in manufacturing organization. Competency of Emotional Intelligence and Employee Performance were also investigated in this study. Pilot study has been conducted on the basis of sample of 100 Employee from Navi Mumbai, Mumbai industrial area, data collection, convenient sampling technique was used for study purpose. Responses from Employees and Employers were recorded separately with the help of questionnaire distributed among them. The study was conducted to get good reliability of questionnaire and therefore questionnaire can be used for further survey with few modifications in the question. The study examined the competency Performance of Employee (EI) and factor impacting performance of Employee (EI). The study was also conducted to examine the Self-regulation and Social skill, Self-awareness, Relationship Management in associated with Emotion of Employees.

Keywords : Emotional intelligence, Performance of Employee, Self-Regulation and Social Skill and Self Awareness.

I. INTRODUCTION

A. Emotion

A complex psycho physiological experience of the state of mind of an individual and his interaction with the internal i.e. biochemical and external i.e. environmental influences is termed as emotion. In humans, emotion fundamentally involves "physiological arousal, expressive behaviors and conscious experience." Emotion may have association with various other aspects like personality of an individual, his or her mood, temperament, etc.

(source: <https://shodhganga.inflibnet.ac.in>)

B Emotional intelligence

“Emotional intelligence (EI) is the area of cognitive ability involving traits and social skills that facilitate interpersonal behavior. Intelligence can be broadly defined as the capacity for goal-oriented adaptive behavior, emotional intelligence focuses on the aspects of intelligence that govern self-knowledge and social adaptation.” (Source)CIO.com

C. EMPLOYEE PERFORMANCE

Performance of an employee means the ways or activities or may the series of activities which an employee has to carry out in order to achieve the objectives related to his employment. It may also be refer as a mean to judge and to measure that whether the set targets of a particular employee are being achieved or not which were given to the employee by his reporting authority. The targets achieved may be checked in terms of efficiency, quality, meeting deadlines, etc. (Source Kahtani, 2013)

D. Emotional intelligence at work

For an individual or an organization to become successful, a very important role is being played by Emotional intelligence. It has been proved by the studies that those managers and employees who have high Emotional Intelligence or Emotional Quotient, there work efficiency and quality also goes up. Dulewicz and Higgs mentioned in their study that if both the managers and employees have high Emotional Intelligence than they both can argument to each other’s work as the managers will have a passionate workforce who is always willing to put in their best and simultaneously the employees will have a compassionate and empathetic manager who will not only understand their strengths and weaknesses but will also give them every opportunity to learn and grow with the organization. (Source Dulewicz and Higgs (1998), Goleman’s findings (1995, 1998a, 1998b)

A.HISTORY OF EMOTIONAL INTELLIGENCE

The Concept of Emotional Intelligence was introduced by Edward Thorndike when in 1930s he gave the concept of social intelligence. According to him it is the ability of a person to understand the needs, behaviors, etc. of others. In 1940s David Wechsler gave the concept non-cognitive intelligence. He was of the view that to be successful in life it is important to define and understand the non-cognitive aspects of Emotional Intelligence. Moving forward in 1950s Abraham Maslow, a renowned Psychologist of his time mentioned that the emotional strength is something which can be developed over a period of time.

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In 1975 in his book “The Shattered Mind”, Howard Gardner introduced the concept of Multiple Intelligence.

He also introduced the concept of Interpersonal and Intrapersonal Intelligence in 1983 in his book “Frames of Mind”. Gardner was of the strong view that these concepts of Intrapersonal Intelligence and Interpersonal Intelligence are equally important as the Intelligence Quotient (IQ) of an individual. In 1985, the term Emotional Intelligence was used by Wayne Payne in his doctoral studies.

II. LITERATURE REVIEW

Salovey and Mayer (1990) also defined Emotional Intelligence in terms of understanding emotions. They were of the view that it is not only important to understand your own emotions but it is equally important to understand the emotions and feelings of others especially if one is leading a team it is very important for that individual to understand the feelings and emotions of his or team. They believe that having knowledge of emotions and feelings of self as well as others, the chances of taking better decisions are more.

Goleman (1998) Developed Emotional Intelligence (EI) model with five main EI constructs and 25 competencies. He defined EI as “a learned capability based on EI that result in outstanding performance at work”. That is EI gives an individual a perspective to find out his or her own abilities and also of the team and to utilise those abilities to increase one’s own performance as well as the efficiency of the team.

In 2000 Bar-On et al mentioned that Emotional Intelligence is something which is not only related to the finding and handling emotions but it is much more than that. It includes the development of skills of employees so that they can perform to their optimum level which will in turn help them to achieve their personal as well as organizational goals in a better and efficient manner.

Goleman again in (2001) found many reasons from his studies wherein he found association between success and Emotional Intelligence in work of many individuals. This proves his earlier work wherein he had clearly mentioned that to be successful in work and otherwise, EI plays a very important part.

Schutte, Schuettpelez, and Malouff (2001) conducted studies on EI and found that those people who have high level of EI solved difficult problems with much ease as compared to those with low EI. Also, the individuals those who have high levels of EI as compared to the individuals having low levels of EI, were more successful.

Ashkansy et al (2003) mentioned in their study that the performance of the employee’s is affected in terms of emotional response related to stress.

In 2003 Gardner and Stough clearly found in their study that EI has a strong effect on the performance of an individual and it is a strong predictor of one’s performance at the workplace. Day and Carroll (2004) concluded that there is a significant relationship between job performance and emotional perception. But they were also of the view that job performance does not have a meaningful relationship with emotional understanding, emotional management and emotional complexity.

In 2005 Martinez defined Emotional Intelligence as non-cognitive skills and capabilities which affect the ability of an individual in dealing various aspects of work and life. He was also of the view that those who possess this skill of EI have better ability to deal with their routine life issues.

Moghadam, Jorfi & Jorfi in 2010 stated for organizations (especially private sector) to cope with the changing needs and environment, EI is a very useful tool. Because it can help leaders to understand the changing environment and the changing dynamics of the market standards in a better way.

III. RESEARCH GAP

It has been observed from the above literature review related to Emotional Intelligence that there is a huge scope for further studies. Although many Researches has been studied in various industries to determine the factors associated with Emotional Intelligence with the help of various techniques but not much work has been carried out in order to find out Emotional Intelligence and its Impact on Performance Employee in Manufacturing industries. Most of the studies are either theoretical in nature or case studies. Hence this particular study will try to bridge that gap.

IV. OBJECTIVE OF THE STUDY

- To study importance of Emotional Intelligence with reference to performance of Employee in Manufacturing Organisation.
- To study Emotional intelligence and work application.

V. HYPOTHESIS OF THE STUDY

H₀₁:- There is no association between Emotional Intelligence and Employee Performance in Manufacturing Organization

H₁₁:- There is association between Emotional Intelligence and Employee Performance in Manufacturing Organization

VI. RESEARCH METHODOLOGY

In this study, the sample consist of, The Employers and Employees of manufacturing sector of Mumbai and Navi Mumbai. Pilot study was conducted on the basis of 100 Employees from manufacturing unit.

VII. DATA ANALYSIS

Objective:- To study importance of Emotional Intelligence with reference to Performance of Employee in Manufacturing Organization.

Hypothesis:- H₀₁:- There is no association between Emotional Intelligence and Employee Performance in Manufacturing Organization

H₁₁:- There is association between Emotional Intelligence and Employee Performance in Manufacturing Organization

Cronbach’s alpha value 0.792 is considered to be good reliability.*, ** indicates significant correlation and Value with negative sign is showing opposite correlation

		Q2	Q3	Q5
Q6 1A	Correlation Coefficient	.092	.186	.115
	P-value	.358	.063	.250
	N	101	101	101
Q6 1B	Correlation Coefficient	.111	.171	-.172
	P-value	.270	.087	.085
	N	101	101	101
Q6 1C	Correlation Coefficient	.118	.184	-.125
	P-value	.238	.066	.213
	N	101	101	101
Q6 1D	Correlation Coefficient	.157	.143	-.180
	P-value	.116	.153	.072
	N	101	101	101
Q6 2A	Correlation Coefficient	.221 ⁺	.143	.185
	P-value	.026	.155	.064
	N	101	101	101
Q6 2B	Correlation Coefficient	.247 ⁺	.151	-.025
	P-value	.013	.132	.801
	N	101	101	101
Q6 2C	Correlation Coefficient	.247 ⁺	.151	-.025
	P-value	.013	.132	.801
	N	101	101	101
Q6 2D	Correlation Coefficient	.247 ⁺	.151	-.025
	P-value	.013	.132	.801
	N	101	101	101

VIII. SUMMARY OF FINDINGS

As per above Data Analysis study it’s found that Employee Emotional Intelligence and performance of Employee has a Positive relationship among them so, alternative hypothesis is expected. Cronbach’s alpha value 0.792 is considered to be good reliability for any questionnaire and therefore questionnaire can be used for further survey with few modifications in the question language of the few questions.

IX. CONCLUSION

Employee performance have positive correlation coefficient in respect of Emotional intelligence, according to result employee with higher level correlation having successful result in relation with performance in organization. Above research study clearly shows that employee’s job performance is directly impact on factors of Emotional Intelligence of Employee in the organization.

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Bhagyshree M Bhoir is currently pursuing PhD in Management from DY Patil Deemed to be University School of Management, She obtained her Bachelor in Business Management Studies in (2006) and in M.B.A in (HR) 2009, She also did her M.Phil. in Management from D Y Patil Deemed to be University School of Management, She has Publish two Research Paper in International Journal and Presented one Research paper in International Conference. She has one year work experience in teaching for Post Graduate Student. She has 7 year work experience in Education industry and two year in HR industry. Her future interest is continuing with academic Experience and focus more on Research.



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