

A Study on Emotional Intelligence and Job Performance of Employees in IT Sectors with reference to Chennai City

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ABSTRACT

Emotional Intelligence and thereby, management of it has been an essential part of everyday work life. Recent research in the area of emotional intelligence has begun to focus on the role of emotional intelligence and job performance. This research study aims to examine the relationship between emotional intelligence, and job performance. Emotional Intelligence involves behaviours related to the experience of emotion; precisely, Emotional Intelligence consists of expressing, recognizing, understanding, and managing emotion. The research examines the role & importance of Emotional Intelligence and Job Performance of employees in IT sectors with reference to Chennai City. A questionnaire containing 150 queries was designed for the purpose and administered to the respondents. The data was collected from the employees of IT sector in Chennai. The sample size of the study was 150 employees. The research also found out that the levels of stress and anxiety may help predict the emotional intelligence of an individual. The study also found out the two factors in job performance, which employee motivation, organizational culture.

Key Words: Job Stress, Anxiety, Insurance Companies.

1. INTRODUCTION

Emotional Intelligence is a term that describes the ability, capability, skill, or self-perceived knowledge to recognize, assess, and deal with the emotions of one's self and others. According to Daniel Goleman, "Emotional Intelligence refers to the capacity for recognizing our feelings & those of others, for motivating ourselves and for managing emotions well in ourselves and our relationships." The ability to take responsibility and accountability for and handle one's own emotions and personal happiness is an important cornerstone and foundation of emotional intelligence. People with EI are consequently highly self-directed and motivated. Not only do they prioritize and set realistic, challenging, and meaningful goals, but they are also able to balance emotion, intellect, and wisdom when making decisions. In short, they can exercise self-control and are more patient in their actions.

2. SIGNIFICANCE OF THE STUDY

In today's turbulent global scenario and the economic meltdown, downsizing, layoff, takeovers, and bankruptcies have cost hundreds of thousands of employees their jobs. Workers at every level are feeling higher tension and uncertainty, which is leading to higher levels of anxiety. Like other forms of anxiety, job-related -anxieties can present itself in the way of panic disorders, work-related worrying, post-traumatic stress, or work-related social concerns. Worry can lead to avoidance and loss of focus. The insurance sector has a high level of attrition amongst its

employees belonging to the marketing and sales department. The marketing and sales employees are the front end employees of a company. The department is target driven and usually operates under higher levels of stress and anxiety. Thus the study was focused on employees to find out whether emotional intelligence helps such employees in handling stress and anxiety in a better way.

3. OBJECTIVES OF THE STUDY

The main objectives of the study were:

1. To study and examine the role of emotional intelligence in managing stress in IT sector in Chennai.
2. To explore the relationship of emotional intelligence with job performance in IT sector

4. HYPOTHESIS OF THE STUDY

1. The association between emotional intelligence and managing stress in IT sector
2. The association between emotional intelligence and job performance in IT sector

5. LIMITATIONS OF THE STUDY

The study is emotional intelligence and Job performance. As is the nature of self-report measures, the data obtained is predominantly a reflection of the respondent's perception of the items requested, and it cannot always be interpreted as fact. The generalization of the study to other populations and regions is limited on account of contextual factors that can have an impact on the emotional makeup of individuals. The aspects of the research can be applied to similar population groups and regions. There are many other factors that affect work performance. Employee motivation, organizational culture, leadership and rewards are just a few examples. Conduct surveys to find out what your employees value most and what can be improved

6. RELIABILITY AND VALIDITY ANALYSIS OF MEASURE

This section describes the reliability and validity measure of the scales used in the research. The scales were used to measure Emotional Intelligence (EI), and job performance. The scales' reliability is analysed using Cronbach's alpha coefficients. Each of the value meets the recommended standard of 0.7 regarding Cronbach's Alpha coefficient, and it provides evidence that the scales are reliable and justifies the scales' internal reliability. The results of validity and reliability analyses for measurement scales used in the research. A factor analysis with the varimax rotation was first done for three variables with 66 items and further Kaiser-Mayer- Olkin Test (KMO) which is a measure of sampling adequacy was conducted for each variable, and the results are drawn were found to be acceptable.

INTERNAL CONSISTENCY RELIABILITY OF EI SCALE CASE PROCESSING SUMMARY

		N	%
Case	Valid	150	100.0
	Excluded	0	.0
	Total	150	100%

List wise deletion based on all variables in the procedure.

TABLE NO 1

RELIABILITY STATISTICS

Cronbach's Alpha	N of Items
.849	25

TABLE NO 2

Cronbach's alpha will generally increase as the inter-correlations among test items increase and is thus known as an internal consistency estimate of the reliability of test scores. Because inter-correlations among test items are maximized when all items measure the same construct, Cronbach's alpha is widely believed to indirectly indicate the degree to which a set of questions measures a single unidimensional latent construct. In this context, the Table shows that Cronbach's Alpha for the emotional intelligence scale is 0.849. The alpha coefficient for the twenty-five items is 0.849, suggesting that the things have relatively high internal consistency.

**INTERNAL CONSISTENCY RELIABILITY OF JOB PERFORMANCE SCALE
CASE PROCESSING SUMMARY**

	N	%
Valid	150	100.0
Total	150	100%

List wise deletion based on all variables in the procedure.

TABLE NO 3

RELIABILITY MEASURE OF STRESS

Cronbach's Alpha	N of Items
.935	20

TABLE NO 4

Similarly, the table indicates that Cronbach's Alpha for the Stress Measurement scale is 0.935. The alpha coefficient for the twenty items is 0.935, suggesting that the things have relatively high internal consistency.

**INTERNAL CONSISTENCY RELIABILITY OF ANXIETY SCALE
CASE PROCESSING SUMMARY**

		N	%
Case	Valid	150	100.0
	Excluded	0	.0
Total		150	100%

List wise deletion based on all variables in the procedure.

TABLE NO 5

RELIABILITY MEASURE OF ANXIETY

Cronbach's Alpha .941	N of Items 21
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TABLE NO 6

Besides emotional intelligence and stress components, Cronbach’s alpha seen in the table for the anxiety measurement scale is 0.941. The alpha coefficient for the twenty-one items is 0.937, suggesting that the items have relatively high internal consistency.

VARIABLES OF STRESS QUESTIONNAIRE

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.765
Bartlett's Test of Sphericity	Approx. Chi-Square df	1072.470
	Sig	.000

TABLE NO 7

VALIDITY MEASURE OF EMOTIONAL INTELLIGENCE

Total Variance Explained									
Components	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Var	Cum %	Total	% Var	Cum %	Total	% Var	Cum %
1	5.685	22.741	22.741	5.685	22.741	22.741	3.196	12.784	12.784
2	1.984	7.934	30.675	1.984	7.934	30.675	2.339	9.354	22.1369
3	1.682	6.729	37.404	1.682	6.729	37.404	2.259	9.037	31.176
4	1.526	6.105	43.509	1.526	6.105	43.509	1.770	7.080	38.255
5	1.422	5.690	49.199	1.422	5.690	49.199	1.755	7.021	45.276
6	1.350	5.400	54.599	1.350	5.400	54.599	1.576	6.303	51.579
7	1.123	4.492	59.091	1.123	4.492	59.091	1.512	6.047	57.626
8	1.075	4.301	63.392	1.075	4.301	63.392	1.442	5.766	63.392
9	.953	3.811	67.203						
10	.832	3.330	67.203						
11	.821	3.284	70.533						
12	.759	3.037	76.854						
13	.693	2.771	79.625						
14	.616	2.463	82.088						
15	.590	2.358	84.446						
16	.541	2.165	86.611						
17	.493	1.971	88.582						
18	.480	1.919	90.501						
19	.449	1.796	92.297						
20	.413	1.650	93.947						
21	.383	1.532	95.479						
22	.329	1.317	96.796						
23	.297	1.189	97.984						
24	.274	1.097	99.081						

25	.230	.919	100.000						
Extraction Method: Principal Component Analysis.									

TABLE NO 8

A factor analysis with the varimax rotation was first done for the Emotional Intelligence variables with 25 items. After that, Kaiser-Mayer- Olkin Test (KMO), which is a measure of sampling adequacy was conducted for each variable, and the result of 0.765 indicated that it was acceptable. The statistical analyses showed that the value of factor analysis for all items that represent each research variable was 0.5 and more, indicating that the subjects met the acceptable standard of validity analysis. All the research variables had eigenvalues more significant than 1. 8 factors explained 63% of the variance. The eight factors were arrived at by the Principle component analysis method and consisted of variables with loadings near 0.5. Variables with high loadings were a part of each of the factors. Thus we can see that the research variables exceeded the acceptable standard of Kaiser-Meyer-Olkin’s value of 0.6 and were significant in Bartlett’s test of sphericity, which shows the validity of the emotional intelligence scale used.

VALIDITY OF STRESS SCALE

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.912
Bartlett's Test of Sphericity	Approx.Chi-Square df	1695.708
	Df	190
	Sig	.000

TABLE NO 9

Total Variance Explained									
Components	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Var	Cum %	Total	% Var	Cum %	Total	% Var	Cum %
1									
2	9.239	46.196	46.196	9.239	46.196	46.196	4.169	20.845	20.845
3	1.382	6.911	53.107	1.382	6.911	53.107	3.804	19.022	39.866
4	1.087	5.433	64.582	1.087	5.433	64.582	1.598	7.992	64.582
5	.882								
6	.783	3.916	72.909						
7	.695	3.475	76.355						
8	.594	2.970	79.355						
9	.530	2.650	82.005						
10	.494	2.471	84.475						
11	.472	2.358	86.833						
12	.407	2.036	88.869						
13	.382	1.911	90.781						
14	.366	1.828	92.608						
15	.321	1.604	94.213						
16	.300	1.501	95.713						
17	.270	1.352	97.065						
18	.233	1.165	98.230						
19	.204	1.109	99.248						
20	.150	.752	100.00						

Extraction Method: Principal Component Analysis.

A factor analysis with the varimax rotation was first done for the Emotional Intelligence variables with 20 items. After that, Kaiser-Mayer- Olkin Test (KMO), which is a measure of sampling adequacy was conducted for each variable, and the result of 0.912 indicated that it was acceptable. The statistical analysis showed that the value of factor analysis for all items that represent each research variable was 0.5 and more, indicating that the subjects met the acceptable standard of validity analysis. All the research variables had eigenvalues more significant than 1. 4 factors explained 65% of the variance. The four elements were arrived at by the Principle component analysis method and consisted of variables with loadings near 0.5. Variables with high loadings were a part of each of the factors. Thus we can see that the research variables exceeded the acceptable standard of Kaiser-Meyer-Olkin’s value of 0.6 and were significant in Bartlett’s test of sphericity, which shows the validity of the stress scale used.

VALIDITY OF ANXIETY SCALE

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.914
Bartlett's Test of Sphericity	Approx. Chi-Square df	1855.219
	Df	210
	Sig	.000

TABLE NO 10

Total Variance Explained									
Components	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Var	Cum %	Total	% Var	Cum %	Total	% Var	Cum %
1									
2	9.752	46.438	46.438	9.752	46.438	46.438	4.939	23.520	23.520
3	1.629	7.758	54.196	1.629	7.758	54.196	4.031	19.197	42.717
4	.916	4.364	64.372						
5	.852	4.056	68.429						
6	.728	3.465	71.894						
7	.725	3.450	75.344						
8	.651	3.100	78.443						
9	.559	2.660	81.104						
10	.559	2.643	83.747						
11	.520	2.478	86.224						
12	.463	2.207	88.431						
13	.423	2.017	90.448						
14	.389	1.852	92.300						
15	.297	1.416	93.716						
16	.272	1.294	95.009						
17	.247	1.178	96.188						
18	.240	1.178	96.188						
19	.211	1.141	97.329						

20	.192	.912	99.247						
Extraction Method: Principal Component Analysis.									

A factor analysis with the varimax rotation was first done for the Emotional Intelligence variables with 21 items. After that, Kaiser-Mayer-Olkin Test (KMO), which is a measure of sampling adequacy was conducted for each variable, and the result of 0.914 indicated that it was acceptable. The statistical analyses showed that the value of factor analysis for all items that represent each research variable was 0.5 and more, indicating that the subjects met the acceptable standard of validity analysis. All the research variables had eigenvalues more significant than 1. 3 factors explained 60% of the variance. The three factors were arrived at by the Principle component analysis method and consisted of variables with loadings near 0.5. Variables with high loadings were a part of each of the factors. Thus we can see that the research variables exceeded the acceptable standard of Kaiser-Meyer-Olkin's value of 0.6 and were significant in Bartlett's test of sphericity, which shows the validity of the anxiety scale used.

7. SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

The present research is focused on finding out the role and importance of emotional intelligence in managing Stress and Anxiety at the workplace in the private insurance sector. Following are the critical finding of the research work undertaken. From the total respondents, the male respondents comprised 82 % of the overall sample size, and around 18% of the respondents were female. Usually, the marketing and sales employees have to travel extensively and do not have fixed working hours. The candidate is also expected to have his mode of transportation. These reasons can be attributed to the higher amount of male employed in the marketing and sales in the private and insurance companies. In the sector, males comprise 83% of the sample size, and females constitute 13%. The less number of females can be attributed to long working hours, frequent traveling, which is a part of the marketing and sales job. Though marketing and sales have always been considered a male-oriented job in India, however, this mind-set is gradually changing, and more ladies are taking up challenges in Marketing and Sales. 81% of the insurance respondents were males, and 19% of the respondents were females. The IT sector has steadily grown in India. Traditionally this sector has been preferred by males on account of traveling, no fixed working hours, etc. But things are looking to change now with more females preferring to be a part of marketing and sales in Insurance.

- Of the total respondents, 65% were in the age group of 20-30 years, while 33% of the respondents were in the age group of 30-40 years. Only 2% of the respondents were in the age group of 41-50 years. The high percentage of respondents below 86 30 years can be attributed to the marketing and sales departments' requirement to have young and aggressive employees who could achieve targets by traveling, meeting clients and working for long hours. Hence this seems to be the primary reason that attributed to many respondents being in the 20-30 age group.

- In the sector, 76% of the respondents comprise of the 20-30 age group, and 24% of the employees include the 31-40 age group. There is high attrition in the private sector on account of performance-based monthly appraisals and stiff targets. Young people who are a part of this industry have a lot of options with the advent of more private and multinational banks in India. Young people without or limited responsibilities can take more risks and are more aggressive in comparison to older people. Thus many young respondents prefer this challenging sector.

55% of the insurance respondents were from the 20-30 age groups and 41 % of the respondents comprised of the 31-40 age group. Only 4% of the respondents consist of the 41-50 age group. The private insurance industry has grown in leaps and bounds in India. The work culture and atmosphere is challenging and rewarding. The attrition is also high in this sector, which results in constant recruitment to replace the outgoing personnel. The total respondent's majority of them (42%) had work experience of one year only. This was followed by 23% of the respondents having work experience of about 3 to 6 years. In between one year and a maximum of six years of experience, 19 % respondents had a work experience ranging from 1-3 years. Besides this, it was also found that respondents with work experience of 6-10 years accounted for 13 % while only 3% of respondents were found to have work experience of more than ten years. Hence the young employees are indeed preferred in these sectors as they have higher motivation and drive to work.

8. CONCLUSION

The research was primarily conducted to find out the role of emotional intelligence in managing stress and job performance amongst IT employees. The correlation between the measures of Anxiety and Emotional intelligence is significant. The inter-correlation between the two is $-.681$, which is significant at $.001$ probability level. Here the correlation between the two is negative but significant which shows that the people with low EI (Emotional Intelligence) have high Anxiety, so it can be said that there is a negative association between both. The correlation between Stress and Emotional Intelligence (EQ) is negative but significant. The inter-correlation between the two is $.571$, which is also significant at $.001$ probability level. It shows that people who are highly emotionally intelligent are having less probability of becoming stressed. Thus we see that hypothesis 1 and Hypothesis 2 are true. Emotional intelligence has a negative correlation with Stress, and Emotional intelligence also has a negative correlation with Anxiety. It is clear from the results that the regression analysis accepted both (Anxiety and Stress) the variables as a significant predictor of Emotional Intelligence. Overall both the predictors Multiple R of $.709$ and R Square of 0.503 . The F ratio computed of multiple R is 74.453 , which is significant at the $.000$ probability level. The variables Stress and Anxiety are significant at the 0.001 level. Thus we see that the third hypothesis is also proved true. Emotional intelligence can be predicted through levels of Stress and Anxiety.

After the analysis, it can be said that the hypotheses of the present study, i.e., the emotional intelligence will correlate negatively with job performance, and Emotional intelligence will be predicted through levels of job performance, is confirmed. The findings of the present study indicate that the low and high level of Emotional Intelligence establishes a relationship to some extent with job performance. The negative correlation of Emotional Intelligence with stress and job performance and accentuates that emotional intelligence will prove to be a helpful tool in dealing with Stress and Anxiety at the workplace. With the high attrition levels in the insurance sector being 20% and the attrition in the IT sector being 30% reducing Stress and Anxiety may also have a role in 91 reducing attrition in the insurance sector. The ability to understand oneself and also being empathetic to others is of utmost importance to foster teamwork and successful relationships at work. Thus it can be said that 'emotional intelligence,' has a role to play in the career of an employee. The employee's ability to recognize, assess, and deal with the emotions of one's self and others at the workplace is of immense importance to organizations of today. Such employees always have a positive attitude and can also work successfully in teams. Organizations need to redesign recruitment practices to include emotional intelligence also as a critical parameter of recruitment.

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