
Impact of Emotional Intelligence on Employee Performance-A Study

Aparajita Priti¹

*¹Research Scholar, Department of Commerce and Business Management,
Kakatiya University, Warangal, Telangana State.*

Abstract

Human emotions on the given situation greatly describe the nature of the individual. This results in the outcome of that individual's decisions or doings. Hence influencing, empathizing and handling the emotions smartly will impact the human's outcome. The Emotional Intelligence improves the employees' performance, it drew more attention among managers, educators and scholars. It can be explained as the ability to understand and recognize the meaning of emotions which includes the emotion related feelings assimilation and its perceivable capacity and analysing them and applying it to reason or to fix the problems. In this connection, there is a need to study the emotional intelligence and its impact on employee performance. This paper discusses the major concept of emotion intelligence, major model of emotion intelligence and influence of emotional intelligence on employee work performance. For this purpose, the explanatory research method used to present this paper. It is concluded that the Emotional Intelligence empowers individuals to motivate themselves, boost their persistent levels, control their impulses and regulate their moods, thus it manages one's ability to think, empathize and hope.

Keywords: Employee, Emotional Intelligence and Employees Performance.

The Concept of Emotional Intelligence

The people in the world are moving at a faster pace comparing to the decade before. This pace leads to an increase in demand. The improvement in technology facilitates the organizations to meet that demand on one hand. On the other hand, Human resources play a major role in the productivity of the organization. So, it becomes necessary for the organization to understand their needs, facilitate their welfare and improve their life standard to keep them more focused on their work and managing them to move towards the common goal that gradually increases the productivity.

This necessity opened a whole new area for exploration and that is Human Resource Management. Managers have to understand the feelings of the workers, their reasoning, and their

thinking; they have to predict their actions and reactions for each and every situation and they need to be intelligent emotionally to handle that. The various studies confirmed that the managers who are high on understanding their feelings and emotions and that of their colleagues and subordinates are more justifiably achieve the success. The handling of emotions and feelings of an employees for the organization's well-being and to create an effective work environment.

There are people who used to have profound knowledge in their academics or the graduates with flying colours in school find difficult to sustain and improve in their life and workplace. The reason is their Emotional Intelligence is low and it is not acquired at their learning. But it plays a major role in everyone's professional as well as personal career. Emotion is the outcome of individuals' mind from the process of understanding the events that occur in the outside world. The same event creates the variety of unique emotions among the individuals and this emotion act as root to the upcoming events which may lead to fortune or disaster. So, it becomes necessary to regulate the emotions by the set of rules to prevent the disaster in root. By these set of rules, one can become aware of their emotions, assisting on handling it which means restricting the unnecessary thoughts and promote the thoughts that are beneficial for society or organizations and produce the standardized end product.

In an organization it becomes necessary for the employers to make the decisions which should have possibly less negative impact on employees. The employees who are exceptionally intelligent in their domain need to understand the motive of their organization. Both of these facts create the need to understand the other's emotions and handle them and act accordingly which is known as Emotional Intelligence. This brings down the gap between employers and employees and forms the mutual understanding and trust. The organization with mutual understanding among employers and employees will move towards the success path.

As it is believed that Emotional Intelligence improves the employees' performance, it drew more attention among managers, educators and scholars. It can be explained as the ability to understand and recognize the meaning of emotions which includes the emotion related feelings assimilation and its perceivable capacity and analysing them and applying it to reason or to fix the problems.

Emotional Intelligence Models

According to Encyclopedia of Applied Psychology (Spielberger, 2004), there are currently three major conceptual models of emotional intelligence (cited in Bar-On, 2006):

- **The Mayer-Salovey model:** This defines EI as the ability to perceive, understand, manage and use emotions to facilitate thinking;
- **The Goleman model:** This views EI as a wide array of emotional and social competencies and skills that drive managerial performance; and
- **The Bar-On model:** This describes EI as a cross-section of interrelated emotional and social competencies, skills and facilitators that influence intelligent behaviour.

The theory as formulated by Salovey and Mayer framed EI within a model of intelligence'. Goleman's model formulates EI in terms of a 'theory of performance'. Bar-On has placed EI in the context of personality theory, specifically a model of well-being'. Goleman (1998b) opines that all these EI models; however, share a common core of basic concepts. Emotional intelligence, at the most general level, refers to 'the abilities to recognize and regulate emotions in ourselves and in others'.

Emotional Intelligence and Employee Performance

From the last 30 years, the term emotional intelligence has been used like an oxymoron as emotions and cognitions were considered as two reverse forces reflecting individual instinct and mind. Several studies have been conducted on exploring the linkage between emotional intelligence and job performance. Not all studies supported their relationship, but each study added some pertinent information to the arena. A few pieces of research concluded a positive association among emotional intelligence and job performance whereas some studies demonstrated a differing and inconsistent relationship between them.

Recent developments in the field of emotional intelligence have highlighted the linkage and usefulness of EI in measuring academic performance. In a similar students scoring high on varying social skills have shown relatively superior academic performance than those who score less on these. Not only in academics has emotional intelligence also helped in maintaining healthy working relationships and a better working environment which results in reducing stress at the workplace.

The occupational stress and stress management of employees were predicted by their level of optimism and on their skills to manage and utilize their emotions. Another interesting finding stated that women have more abilities while using their own and others' emotions in a positive way than men had distinct findings in regard to gender effect on emotional intelligence and found that men working in the insurance sector had more emotional intelligence than their women counterparts. Optimism is an expression of hope, expecting that things will change and will be all right in life. From the viewpoint of emotional intelligence, an attitude that takes out people from the depth of hopelessness, depression and tough time is optimism. An optimist salesman sold 37 percent more insurance products/services in the initial years of his career as compared to a pessimist salesman. He further quoted that pessimists also quit from the job at twice the rate of the optimists and also insisted that optimism was the key contributing factor leading to the success and performance of a sales executive.

Emotional intelligence promotes salesperson job performance. There are numerous studies that supported the notion that emotional intelligence plays a significant role in selling jobs. Almost all jobs are difficult to perform but sales jobs are particularly considered to be the hardest ones, where percentage to no's to yes's in terms of customer responses is very high as compared to other professions. Thus, emotional intelligence plays a vital role in helping a salesperson to keep calm and accept the rejection patiently and subsequently, impacts his job performance.

Summary of the paper

Emotional Intelligence empowers individuals to motivate themselves, boost their persistent levels, control their impulses and regulates their moods, thus it manages one's ability to think, empathize and hope. Hence it has a great impact on an individual's performance in an organization as well as in society. The Researchers confirmed that the EI to be an important personality traits for the working affectivity, enhancing job satisfaction, attaining organizational commitment and reduced turnover intention. Hence the efficient manager will take EI of the employees as a consideration before taking an important decision in an organization which in turn set the employee to put more effort for the productivity of the company.

References

1. Goleman, D. (1995). Emotional intelligence: Why it can matter more than IQ. New York: Bantam.
2. Goleman, D. (1998). Working with emotional intelligence. New York: Bantam.
3. Gehr, G. and Renstrom, L. K. (2004). Measuring EI, Chapter 1, pp.3-19, Nova Science Publishers Inc.
4. Elliot, C. J., Goodwin, J. S., & Goodwin, J. C. (1994, July/August). MBA programs and business needs: Is there a mismatch? *Business Horizons*, 37(4), 55-60.
5. JAIN, Vibhor; JAIN, Smrita; RASTOGI, Prachi (2020), "An Analysis for Role of Emotional Intelligence in Career Success in Commercial Banks of India", *Revista ESPACIOS*, Vol. 41 (Issue 05) Year 2020, page 10.
6. Ms. L. Ramya, Mr. K. Ramprathap(2020), "A Study on Impact of Emotional Intelligence Towards Organization Performance with Special Reference to Textile Industry", *UGC Care Journal*, Vol-19-Issue-43-June-2020.
7. Dr.ChandrasekarThangavelu, Dr.Viji Rajesh (2020), "A Study on Emotional Intelligence and its Impact on Workers performance in Textile Industry", *International Journal of Advanced Science and Technology*, Vol. 29, No. 3, (2020), pp. 10908-10921.
8. LIBERTY Shehu and KIDA Mohammed Isa (2017), "The Effect of Emotional Intelligence on Employees Performance", *Arabian Group of Journals*, Vol. 6 (12), 2017, ISSN: 2315-7844.
9. Ji Wen, Songshan Huang, PingpingHou (2019), "Emotional Intelligence, Emotional Labour, Perceived Organizational Support, and Job Satisfaction: A Moderated Mediation Model", *International Journal of Hospitality Management*.