

Emotional Intelligence and Employee's Efficiency



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Abstract

This paper is based on impact of emotional intelligence on employee's efficiency. Emotional Intelligence (EI) refers to the ability to perceive, control, and evaluate emotions. Most researchers suggest that emotional intelligence can be learned and strengthened. Through this study, it is concluded that emotional intelligence has greater impact on efficiency of employees. A growing research literature suggests that EI may play a far more important role in career success and job performance than general intelligence (cognitive ability). A recent meta-analysis of 69 independent studies explored the predictive validity of emotional intelligence with diverse job performance outcomes (Van Rooy & Viswesvaran, 2004). Results suggested diverse measures of EI correlated with employee's efficiency and with general mental ability.

Other recent EI research studies suggest that: Highly conscientious employees who lack social and emotional intelligence perform more poorly than those high in conscientiousness and emotional intelligence, on average, strengths in purely cognitive capacities are approximately 27 percent more frequent in high performers than in the average performers, whereas strengths in social and emotional competencies are 53 percent more frequent. The highest performing managers and leaders have significantly more "emotional competence" than other managers.

Keywords: Emotional Intelligence, Employee's Efficiency.

Introduction

EI includes the abilities to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions, to access and generate emotions so as to assist thought to understand emotions and emotional knowledge and to reflectively regulate emotions and emotional knowledge and to reflectively regulate emotions so as to promote emotional and intellectual growth.

Emotional Intelligence helps the employees to increase their emotional self-awareness, emotional expression, creativity, increase tolerance, increase trust and integrity, improve relations within and across the organization and thereby increase the performance of each employee and the organization as a whole. EI will produce an employee who will know his capability, his job, has an outlook in the future, and is confident of a well-thought action. This will be more valuable than the action of an employee with high IQ and good knowledge, but low EI. This is where; emotional intelligence plays a significant role in the organization and becomes an important criterion of evaluation for judgment of an 'effective' employee.

In an era of shifting paradigms, one of the world's fastest growing emerging economies, such as India, should be able to develop its human resources as a source of competitive advantage. In order to develop and enhance workforce capabilities and to successfully compete in the 21st Century, organisations have to embark on future oriented human resources strategies. It could be argued that the individual competencies of the workforce in any organization would determine its overall success. Therefore the concept of Emotional Intelligence (EI) is playing a vital role in every organization which describes the ability, capacity, skill or, in the case of the trait EI model, a self-perceived ability, to identify, assess, and manage the emotions of one's self, of others, and of groups.

Salovey and Mayer proposed a model that identified four different factors of emotional intelligence: the perception of emotion, the ability reason using emotions, the ability to understand emotion, and the ability to manage emotions.

According to Salovey and Mayer, the four branches of their model are, "arranged from more basic psychological processes to higher, more

psychologically integrated processes. For example, the lowest level branch concerns the (relatively) simple abilities of perceiving and expressing emotion. In contrast, the highest level branch concerns the conscious, reflective regulation of emotion" (1997).

Research of EI and employee's efficiency show mixed results: a positive relation has been found in some of the studies, in others there was no relation or an inconsistent one. This led researchers Cote and Miners (2006) to offer a compensatory model between EQ and IQ that suggest the association between EQ and job performance becomes more positive as cognitive intelligence decreases, an idea first proposed in the context of academic performance.

Dynamics of Emotional Intelligence

Using emotions intelligently is not easy task because there are deep biological processes involved in emotion. Brain theory suggests that through genetically determined processes, the emotional brain (amygdala along with other limbic structures) tends to dominate over the rational brain (neocortex) and controls the thought processes of individuals (Bear, Connors, & Paradiso, 1996). When situations or critical moments calling for intelligent actions emerge, the amygdala suppresses the rational processes of the neocortex, and interprets or even exaggerates the events as hostile and dangerous to the person. In people who become easily angered, irritated, excited, or upset, this phenomenon can be easily noticed. In such cases, Obeying commands from the amygdala, the person perceives the situation as threatening and starts engaging in defensive, emotionalized behaviour that can take irrational dimensions (Davidson, Jackson, & Kalin, 2000). The person could be depicted as operating in the emotionally less intelligent mode. At this point, an individual becomes emotionally excited, and the body shows symptoms of palpitations, increased blood pressure, and other biological reactions. All these physical reactions occur within the flicker of a moment and could be summarized as an emotional "game" played by the amygdala. Most people experience many such occurrences of emotional games in their lives. In emotionally intelligent people, the mind is able to detect this emotional game played by the amygdala, and thus the capacities of the mind are tuned for controlled emotional involvement. This ability of the EI person to pull back and recognize what is happening inside the mind is called meta-regulation of mood (Mayer, Salovey, & Caruso, 1997).

Scope of study

The scope for the organization whose employees, if they are lacking in their Each and every project study along with its certain objectives also has scope for future. And this scope in future gives to new researches a new need to research a new project with a new scope. Scope of the study could give the projected scenario for a new successful strategy with a proper implementation plan. Study will be helpful in future why some employees are outstanding performers while others are not. On the basis of these results an organization can choose a strategy and actions to improve the efficiency of their employees.

EI and its Relation to Efficiency of Employee

Generally speaking, emotional intelligence improves an individual's social effectiveness. The higher the emotional intelligence, the better the social relations. The high EI individual, most centrally, can better perceive emotions, use them in thought, understand their meanings, and manage emotions, than others. Solving emotional problems likely requires less cognitive effort for this individual. The person also tends to be somewhat higher in verbal, social, and other intelligences, particularly if the individual scored higher in the understanding emotions portion of EI. The individual tends to be more open and agreeable than others. The high EI person is drawn to occupations involving social interactions such as teaching and counseling more so than to occupations involving clerical or administrative tasks.

The high EI individual, relative to others, is less apt to engage in problem behaviours, and avoids self-destructive, negative behaviours such as smoking, excessive drinking, drug abuse, or violent episodes with others. The high EI person is more likely to have possessions of sentimental attachment around the home and to have more positive social interactions, particularly if the individual scored highly on emotional management. Such individuals may also be more adept at describing motivational goals, aims, and missions.

Importance of EI for Efficiency

Some of us accomplish certain tasks with great ease and sophistication; others of us simply can't do those tasks. This is the case with most challenges we face in life.

Emotional intelligence is an intelligence having to do with discerning and understanding emotional information. Emotional information is all around us. Emotional information is crucial. It is one of the primary forms of information that human beings process. That doesn't mean that everybody has to process it well. But it does mean that it is circulating around us, and certain people who can pick up on it can perform certain tasks very well that others cannot perform.

Everyone needs emotional intelligence to help us through our emotionally demanding days.

They're particularly good at establishing positive social relationships with others, and avoiding conflicts, fights, and other social altercations. They're particularly good at understanding psychologically healthy living and avoiding such problems as drugs and drug abuse. It seems likely that such individuals, by providing coaching advice to others, and by directly involving themselves in certain situations, assist other individuals and groups of people to live together with greater harmony and satisfaction.

So, perhaps even more important than scoring high on an emotional intelligence test, is knowing one's level at this group of skills. Discovering one's level means that you can know whether and how much to be self-reliant in emotional areas and when to seek others' help in reading the emotional information that is going on around oneself. Whether one is high or low in emotional intelligence, is perhaps

not as important as knowing that emotional information exists and that some people can understand it. Knowing just that, one can use emotional information, by finding those who are able to understand it and reason with it.

Emotionally Intelligent Organization having High Efficient People

The Emotionally Intelligent Organization i.e. an organization with a high number of emotionally intelligent leaders, managers and critical professionals stands to be at the forefront of organizational practice and performance, and is more likely to be an employer of choice.

Research also supports the view that competence in Emotional Intelligence accounts for over 90% of the difference between ineffective performers and effective performance. Effective performers improve business performance and provide organizations with a competitive advantage.

An Emotional Intelligence Organization

The decision to become an emotionally intelligent organization needs to be based on an organizational strategy to improve business performance.

To implement this strategy you first need to define what the core capabilities your business requires to achieve its vision, values and business strategies which include Emotional Intelligence clusters and competencies. You will also need to identify the more specific competency profiles for positions within the organization.

This capability framework and competency profiles, and then forms the basis for your performance management system in conjunction with your Key Performance Indicators. The performance management system then becomes a mechanism for driving and achieving changes in the workplace.

The framework can also be used to support recruitment and selection and other cultural development strategies, thus ensuring a more appropriate match of people and organization goals. Some organizations also have an EI Capability Assessment tool that identifies individual training needs as well as providing a picture of the organisations capability.

The next stage is to grow the emotional intelligence competencies through specific development programs reflecting the organisation's capability framework.

The Emotional Intelligence Development Programs provided by organization provide a structured pathway to improve the individual's self-awareness, their self-management and the way they interact with people and develop relationships. In other words it will grow their Emotional Intelligence.

If you do not have a "core" capability framework for your staff, there are still benefits in introducing Emotional Intelligence development programs. These are seen primarily through improved leadership and interpersonal relationships and as a result improved business performance.

Review of Literature

Deepa, R. (2009):- Emotional intelligence (EI), which is an ability to manage one's own and

others' emotions appropriately, has caught the attention of researchers in recent times. It has a significant impact on the personal and professional success of individuals. It has been empirically proven that EI impacts the performance and well-being characteristics of individuals and teams, and facilitates organizational effectiveness and competitive advantage. This paper consolidates the research activities on EI in four areas namely Conceptualization, measurement, Impact, and development, and concludes with directions for future research for adapting this concept to Indian Context.

Peter Taylor (2009) Emotional intelligence is the ability to perceive one's emotions and to effectively manage one's behaviours in emotionally charged situations. It is also the ability to factor in the emotions of others as one interacts with them. In this article the author has provided tips and techniques for applying emotional intelligence to various scenarios.

Krishnaveni, R., & Deepa, R. (2008):- Today's workplace is dynamic in nature and is characterized by time deadlines, cross-cultural teams, work pressures, and work-family conflicts, which in turn result in a highly stressed work force. These factors have a negative impact on the well-being of employees and the effectiveness of an organization. The individual competencies of the workforce are strong determinants of an organization's success. It is in this context that this paper explains how Emotional Intelligence (EI) can be used as a soft tool, to enhance the competencies of individuals and teams in Indian organizations and help them to gain competitive advantage.

Lorenzo, Fariselli, et.al (2008):- As in many fields, healthcare is a complex and stressful environment where interpersonal interactions are of paramount importance. This study finds that in a sample of 68 professional midwives and obstetricians in a large urban hospital, emotional intelligence is strongly predictive of performance (66%), stress is slightly predictive (6% to 24%), and emotional intelligence is predictive of stress management (6.5%). The study elaborates on the first finding to identify the differences of effect in seniority (for the most senior employees the effects are strongest) to which specific emotional intelligence competencies are most significant in this context.

Dong, Qingwen (2007):- This study based on a sample of 292 college students shows that interpersonal communication satisfaction can be predicted by individuals' emotional intelligence. Emotional intelligence is operation based on Goleman's (1998) conceptualization including self-awareness, self-regulation, motivation, empathy, and social skills. The study suggests that those individuals, who are aware of themselves and others, and who are able to manage themselves and others, tend to satisfy their communication experience with others.

Singh, Kavita (2007):- The concept of emotional intelligence has become so popular in the management literature that it has become imperative to understand and leverage it for the sake of enhancing the capacity of human capital in

organizations. As the pace of change is increasing and world of work is making ever greater demands on a person's cognitive, emotional and physical resources, this particular set of abilities are becoming increasingly important. Since majority of the concerns in organization involve people in different roles, emotional intelligence must become a determining factor for their effective management. It has also been found that ultimately it is the emotional and personal competencies that we need to identify and measure if we want to be able to predict performance at workplace resulting in its effectiveness, thereby enhancing the worth of the human capital. In this scenario the competencies possessed by the people will have a bearing on the extent to which they can actualize their emotional intelligence. The result suggests that emotional intelligence is significantly related with the personal competencies of employees and the variables of personal competency namely, people success, system success and self success have a predictive relationship with emotional intelligence.

Wakeman, Chris (2006):- "Motivation helps the individuals to define new and improved methods of completing a certain task or performing a job. It also creates loyalty among the individuals, towards their cause. In addition to this, the element of empathy further contributes towards the development of emotional intelligence in an individual. It allows the individual to consider the feelings of the individuals who are expected to be affected by his or her decisions. Emotional Intelligence helps the individuals to realize the fact that their decisions are going to affect others in a positive or a negative manner and therefore they should consider the consequences of their decisions. Finally, social skills allow the individuals to come close to their peers and subordinates and understand their emotional needs."

Timothy Tumer (2006):- This study examined the relationships among employees' emotional intelligence, their manager's emotional intelligence, employees' job satisfaction, and performance for 187 food service employees from nine different locations of the same restaurant franchise. They predicted and found that employees' emotional intelligence was positively associated with job satisfaction and performance. In addition, manager's emotional intelligence had a more positive correlation with job satisfaction for employees with low emotional intelligence than for those with high emotional intelligence. These findings remain significant after controlling for personality factors. A similar pattern was found for job performance; however, the effect did not meet traditional standards of significance.

Kevin McGuinness, Bauld, Stephen (2006):- This article identified some of the critical elements of an Emotional Intelligence (EI) training program, explain their importance, and discuss their relationship to other training efforts. When selecting a suitable EI program, look beyond academic merit for a program with a clear connection to the commercial context in which purchasing professionals must operate. EI training lays the foundation for further specialized training in motivational techniques,

including coaching and leadership programs. The prospective trainer should be able to explain how the program information will relate to overall organizational strategy, and how participants will achieve at a high potential, and demonstrate drive, commitment and initiative in the performance of their day-to-day responsibilities.

Joni Rose (2006):- Employers no longer just look for a set of industry related skills. They look for leadership potential and that includes a high level of emotional intelligence (EI). The competencies that make up EI include self-awareness, social awareness, self management and relationship management. Being aware of your emotional triggers and why they trigger you is key to practicing emotional intelligence principles. Emotional triggers are events or personality types that cause an intense emotional response. It is crucial to your professional development that you deal with these triggers head-on. They can cause major career derailment, severe stress and emotional burn out if not taken seriously.

Lennart (2004):- EI was measured by performance and self-report tasks. Data were also obtained on basic values, some standard personality dimensions such as those specified in the five-factor model, social adjustment and several scales of impression management. Criteria were loneliness, work-family life balance and Internet addiction, and also measures of emotional and value deviance. Participants were college students in a business education program who participated anonymously in the extensive test session, which took about six hours to complete. It was found that EI measures - both self-report and performance - inter-correlated as expected, and that EI was strongly related as expected to criteria. People high in EI reported less loneliness, less Internet addiction and better work/studies - leisure/family balance. Impression management was more strongly related to self-report data than to performance. Self-report data were to a large extent accounted for by measures of personality according to the five-factor model, but performance measures were not. Finally, the extent of faking was measured and controlled for.

Douglas, Caesar et.al (2004):- This study investigates whether the relationship between conscientiousness and performance is stronger for individuals who are high on emotional intelligence. The results of hierarchical moderated regression analyses supported the hypothesis by demonstrating that the relationship between conscientiousness and work performance is positive for individuals high (versus low) in emotional intelligence. However, the opposite pattern was found for those low in emotional intelligence; that is, increases in conscientiousness were associated with decreases in performance.

Chakraborty Rajib (2017) Investigated Relationship between emotional intelligence and academic delay of gratification in student - teachers holding academic Volition Constant on B.Ed & M.Ed teacher trainees of Education College in Banjara hills, Hyderabad, Telangana. The findings of study reveal that Academic delay of Gratification is positively, moderately and significantly associated with

emotional intelligence in student teachers, when this academic Volition is held constant.

Bala R (2017) in Study of teacher effectiveness of Secondary School teachers in relation to their emotional intelligence found a significant difference between teacher effectiveness there exists positive and significant relationship between teacher effectiveness and emotional intelligence among secondary school teachers.

Findings of study

1. There is a positive relation between the EI and Efficiency of employees.
2. Emotionally intelligent organization can be made through organizational strategies, self awareness and self management tools, through leadership skills, development programmes.
3. Age has an impact on EI, because most of the employee's falls in the age group of 20 -30, were having high scores of emotional intelligence.
4. Individuals who are having high EI have the following characteristics:
 - i. -Understand diverse worldviews and are sensitive to group differences
 - ii. Are attentive to emotional cues and listen well
 - iii. Detect crucial social networks
 - iv. Deal with difficult issues straightforwardly
 - v. Listen well, seek mutual understanding, and welcome sharing of information fully.
 - vi. Foster open communication and stay receptive to bad news as well as good

Hence we can say that emotionally intelligent employees have an impact on their Efficiency and these employees perform well in the organization. These people are more emotionally stable and they are able to express their emotions, these are motivated, they can empathize with other and they are having good social skills. To perform well your responsibilities in the workplace you need to have good social skills, only then you can perform your work well and can take work out of the others.

Recommendations

In the earlier era as we have seen in this project report there was a much emphasis on IQ only and EI was not given much importance but now the scenario has been changed and organization from IQ to EI so here are some of the recommendations for organizations and individuals about EI. As now-a-days, a person is exposed to many cultures and influenced by many things. Organizations earlier used to give tangible benefits to the internal / external customers, these days customers are looking for fulfillment of their emotional needs. Organizations in a long run to maintain customer loyalty they need to take care of employees emotional needs and behave empathetically. Therefore organization should pay attention towards Emotional Intelligence needs of employees.

1. Organizations should choose those employees who are having a high level of emotional intelligence. Because these people are more emotionally balanced and they have a better understanding of every situation and they can

perform very well in these situations weather it is stress, happiness, anger, love etc.

2. Employers should time to time check the level of EI to provide them feedback and get better performance out of them. Because when there is a effective communication between the two sides better will be the results for both the parties hence increased productivity and performance.
3. Organizations should give training to employees to improve their EI, because EI can be learned at any age and at any time in life, it is not an inborn characteristic.
4. EI techniques should be used to enhance the reasoning of employees.
5. Those companies who will be using EI, they'll remain successful in the future, because the workforce will be emotionally more stable and can handle under every situation.
6. Individuals who are having lower level of EI they should work to improve this and it can result in understanding better your emotions and managing them and it will be helpful in workplace and as a result the performance of an individual will be increased.

Conclusion

This study has produced some important results that have implications for both research and practice. The study on employee's emotional intelligence and their ability to perform effectively on the job is identified as they are able to manage their emotional intelligence, which has a direct impact on their job. These skills are to be developed for achieving higher employee productivity and to enhance the image of the organization. A particularly interesting finding or result of the present study was that emotional intelligence of employees had an impact on their level of efficiency on the job. This has implications for management, suggesting that organizations could be profitable by identifying the level of emotional intelligence of employees and apply interventions that are focused on the developing emotional intelligence among the employees in the organization.

Most of the organizations are nowadays taking those employees who are emotionally intelligent, so that they can face the workplace problems easily and they can become more productive for the organization. Emotionally intelligent organization can be made through organizational strategies, self awareness and self management tools, through leadership skills, development programmes. So what has been concluded from the whole project report is that emotional intelligence is linked at every point of workplace performance and it is of utmost importance nowadays. In the earlier time EI was not given much emphasis and instead of that IQ is given more importance. People with IQ level are preferred within the organizations but now the scenario has been changed and organizations prefer those employees who are emotionally stable.

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