

## “IMPACT OF EMOTIONAL INTELLIGENCE ON WORK PERFORMANCE: A CONCEPTUAL STUDY”

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### **ABSTRACT**

*Emotional Intelligence for the employees is the need of the hour. The main purpose of this paper is to study the impact of emotional intelligence on work performance. If the employees know their own emotion and are able to manage them effectively, they can work more efficiently and be more productive to the organization. Employees will also recognize and appreciate others colleagues. Emotionally intelligent people are highly satisfied from their jobs. The other factors that affect job performance is relations and communication between management and employees. After reviewing the literatures it has been found that Emotional intelligence is positively correlated with the work performance. A healthy relationship between management and employees also lead to increase in employee's performance and thereby leading to enhancing organization commitment. In order to improve administrative performance and practices it is necessary to develop Emotional Intelligence competencies in persons. The present paper is conceptual may provide new insights to this horizon.*

**Key Words :** *Emotional Intelligence, Job satisfaction, Work Performance*

### **INTRODUCTION**

The Human are the assets which expresses their feelings and emotions which result in behavior verbally. Emotions have effect in everyone's life and in each stage of life. For long time, it is seen that within the studies concerning intelligence, earlier emotions have not been taken into consideration. However, now the impact of emotions upon intelligence and behavior is begun to be discussed with emerge of the term emotional intelligence.

Emotional intelligence (EI) was coined as a multidimensional construct, as proposed by Goleman, Salovey. According to this proposed term, emotional intelligence is consists of —abilities such as being able to motivate one's and persist in the face of frustrations; to control impulses and delay gratification; to regulate one's moods ,to empathize and to hope. Further research in this area has indicate that an emotionally intelligent person is probable to be skilled in two key areas within one's emotional competence construction, namely —personal competence how one manages the self; and social competence how one manages relationships around him. While the former essentially implies self-awareness (of internal states, resources, and inhibitions), self-regulation (of internal states, impulses and resources) and motivation (traits that facilitate accomplishing goals); the later comprises empathy (the ability to understand other's

emotions, and other's talents or skills needed to influence, communicate, lead, develop others, manage conflicts, promote team work, or catalyze change), and social skills such as expertise in inculcating advantageous responses in others Kierstead, Bhalla and Nauriyal. Thus, emotional intelligence is made up of a set of skills and these skills can be improved all the way through education. When emotional intelligence center of interest was shifted from educational field to organization, its importance is raised to great extents. Today, organizations are existing in vibrant environment because of which they don't have a stable structures like before. Due to presence of high uncertainty and fast altering environment, keeping employees motivated and managing relationships in the organizations supply chain is the biggest confront for any company nowadays. A series of studies indicated that organizations that have the brightest employees intellectually are not the most successful ones. Interpersonal skills are vital for managers and employees to success in their commercial life. Job satisfaction and high productivity of workforce directly associated with mental health and organizations interests. Alternatively job satisfaction is not only the main reason in profession of the people but also in their personal lives. The long working hours under stress, affect job satisfaction's level of employees, their performance and organizational productivity. For key organization outcomes including job satisfaction, it proposes that Emotional intelligence is main analyst by Daus and Ashkanasy. Emotional intelligence play a vitals role in this matter by managing the understanding of employees' emotions and collective skills. Self-consciousness refers to the potential of an individual to perceive his strengths, emotions, worth and capabilities. Then again a healthy company to satisfied employees is an important condition Madiha Sahdat, Syed Imran et al.

### EMOTIONAL INTELLIGENCE

Emotional Intelligence has its source in the concept of social intelligence, which was first identified by Thorndike, he defined social intelligence as the ability to understand and manage people to act wisely in human relations. "Following Thorndike and Gardner included social intelligence as one of the seven intelligence domains in his theory of multiple intelligences. According to Gardner, social intelligence is comprised of a person's interpersonal and intrapersonal intelligences. Intrapersonal intelligence relates to one's intelligence in dealing with oneself, and is the ability to represent complex and highly differentiated sets of feelings." In contrast, interpersonal intelligence relates to one's intelligence in dealing with others and is the ability to notice and make distinctions among other individuals and, in particular, among their moods, temperaments, motivations and intentions". were among the earliest to propose the name emotional intelligence" to represent the ability of people to deal with their emotions. They defined emotional intelligence as the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions". Goleman adopted Salovey and Mayer's definition, and proposed that EI involves abilities that can be categorized as self-awareness, managing emotions, motivating oneself, empathy, and handling relationships Mayer and Salovey definition of Emotional Intelligence (EI) is a set of interrelated skills concerning the ability to

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perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth". Salovey and Mayer conceptualized Emotional Intelligence as composed of four distinct dimensions:

1. Appraisal and expression of emotion in the self [SEA].
2. Appraisal and recognition of emotion in others [OEA].
3. Regulation of emotion in the self [ROE].
4. Use of emotion to facilitate performance [UOE]

### **THE EFFECT OF EMOTIONAL INTELLIGENCE ON WORK PERFORMANCE**

Organizations are the best settings that require interpersonal interaction. Most of these interactions are related to the performance of job duties, for example, serving customers, receiving instructions and reporting to supervisors, or cooperating and coordinating with colleagues etc., Employees with high levels of EI are those who can make use of the antecedent and response focused emotional regulation effectively, and master their interactions with others in a more effective manner. Emotional intelligence is a set of competencies where personal competence and social competence plays a vital role in directing and controlling one's feelings towards work and efficiency at work. These competencies are the major factors and his ability to control and manage his moods and impulses on the job. Knowing one's emotions and feelings as they occur and tuning one's self to the changed situation, requires the emotional competency, emotional maturity and emotional sensitivity that are demanded on the job. In a work situation, performance of the employees depends on working with group of people with different ideas, suggestions, and opinions. Effective use of emotional intelligence gives better team harmony Ashforth and Humphrey. Leaders, in particular, need high emotional intelligence, because they represent the organization to the customers, they interact with the highest number of people within and outside the organization and they set the tone for employee morale. Leaders with high emotional intelligence are able to understand their employee's needs and provide them with constructive feedback. Success in sales requires emotional intelligence ability to understand the customer and provide service to customers Bridget Murray Emotion used in organization supports in identification of employees' emotional intelligence level and its impact on employee performance on the job. Emotional intelligence represents a set of competencies that perceive, understand and regulate emotions in one selves and in others. These emotional competencies are learned capabilities based on the level of emotional intelligence that lead to superior efficiency in performance. The emotional intelligence model developed by Daniel Goleman is used widely to understand the emotional intelligence of the employees in most of the organization. According to Daniel Goleman, emotional intelligence can be organized into four dimensions representing the recognition of emotions in one self's and in others, as well as the regulation of emotions in ourselves in others. Each dimension consists of a set of emotional competencies that people must possess to fulfill that dimensions of emotional intelligence. The dimensions are as follows:

- Self awareness: It refers to a better and deeper understanding of one's own emotions as well as strengths, weaknesses, values and motives.
- Self management: This represents how well we control or redirect our internal states, impulses and resources.
- Social awareness: It is mainly about empathy, having understanding and sensitivity to the feelings, thoughts and situations of others.
- Relationship management: It refers to managing other people's emotions.

Ashkanasy and Hooper utilized the proposition that affective commitment towards other people is a necessary component of social interaction and argued that the showing of positive emotions is associated with a high likelihood of success at work. Abraham based on his own earlier observation that optimistic insurance salesmen would perform better than pessimistic salesmen, proposed that EI is directly related to performance. These studies, together with the Goleman's observation that EI is related to job performance, lead to the first proposition:

Proposition P1: Greater the Emotional intelligence greater in job performance.

EI should also be related to other affective job outcomes such as job satisfaction, organizational commitment, and turnover intention. The ability to apply antecedent and response focused emotion regulation should enable employees to have better relationships with coworkers and supervisors, as well as greater satisfaction in their jobs. The continual presence of positive emotional states of the employees will also lead to positive affection towards the work environment and the organization. As a result, the positive experience on the job and positive affective emotions also should make employees more committed to the organization and less likely to leave their jobs. From the above literature it is found that the effect of Emotional Intelligence on work performance has a positive impact. The review of literature further shows that when there is a job satisfaction it creates a positive impact towards organizational commitment. When the organizational commitment increases there will be a significant reduction in turnover intention. Recent researches results have confirmed that emotional intelligence is an important personality traits work affectivity and job satisfaction to predict.

From various other review of the literature it has been analyzed that relationship between employees and higher management is positively related with job satisfaction. If the communication gap exists between top management and lower management the organization performance decreases. The one reason is that the many managers lack emotional intelligence competences Saddam Hussain Rahim Relationship between employees and higher that the many managers lack emotional intelligence competences Relationship between employees and higher management is significantly correlated with productivity. It creates direct impact on organization productivity. Some gender perception also differences related to job satisfaction and emotional intelligence.

Organizational stress factor in private sectors is more than public sectors Kumar Sunil and K.Y. Roprai. Job satisfaction is positively related with organizational productivity, if the organizations pay good incentives to their employees, they are more satisfied with their job and work environment their efficiency of work increases and vice versa. Emotional intelligence is positive correlated with job satisfaction, it has been noticed that job satisfaction and positive feeling emotions increase job satisfaction desired expansion. For this purpose Emotional Intelligence training staff or manager or peer level to develop the EI program to invest in, smost benefits can be provided to organizations. The findings from a self report based research on Emotional Intelligence competency where Self awareness, Self regulation, Self motivation, Social awareness and Social skills are analyzed suggests that there exists a differences in emotional intelligence scores across different emotional intelligence competencies for males and females, with males scoring higher on self-regulation and self-motivation, and females scoring higher on self-awareness, empathy and social skills, and that emotional intelligence levels increase significantly with managerial position D.Jamali and Y Sidani et al

#### PROSPECTS FOR FUTURE RESEARCH

The results from the above literature are concerned with the study of emotional intelligence and its impact on performance. As such, there are many areas for improvement and for further research where the association between various variables with regard to Emotional Intelligence and Job Performance can be analyzed with other mediating variables. The first and most obvious limitation of any research is limited by cost and time. A second limitation concerns the suggestions made by the researchers may require policy decisions and top management support for implementations. Third limitation is the findings of the study can be generalized only to likewise industry and organization of the same size. The findings from the above study have important implications on application of emotional intelligence on employee performance, where remain a number of other functions of Human Resource Management in other sector where the implementation of emotional intelligence could be equally beneficial. Hence in those areas lies the scope of further study. The subsequent are those other areas in relation to emotional intelligence and employee. Studies on the effects of the emotional intelligence of team leaders may also be of interest to understand the development of effective team in the organization. The application and impact of emotional intelligence on developing interpersonal skills among the employees and finally, understands employees Work Life Balance through emotional intelligence.

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