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Evaluating the Effect of Emotional Intelligence on Productivity

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Abstract

Emotional intelligence is an essential factor for determining success in life & at work place. Mental wellbeing appears to play a vital role in shaping the behavior & performance of individual. This study is an attempt to examine the impact of emotional intelligence on employee productivity. The results clearly indicate that there is connectivity between emotional intelligence and employee productivity. An employee with better emotional intelligence can perform better in terms of performance, leading the team & building trust among colleagues and the surrounding network.

Keywords: *Emotional intelligence, productivity, behavior.*

1. Introduction

“Anyone can become angry – that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way - this is not easy.”

Aristotle

Emotional Intelligence is a concept focused on how effectively people work with others. Emotional Intelligence skills are unique from a person’s technical skills and cognitive abilities. The concept of Emotional Intelligence has emerged as an important but still relatively understudied element of competence (Ashkanasy and Daus, 2005; Giardini and Frese, 2006). Emotional Intelligence (EI) refers to abilities concerning recognition and regulation of emotions in self and others, and to use this information to guide one’s thinking and actions (Giardini and Frese, 2008; Mayer, Salovey and Caruso, 2008). Employees can handle their emotions accurately and use certain behaviors in the workplace that allow them to gather better information, grip others’ behavior or make better decisions about their activities, that result in better performance on the job (Kim, Cable, Kim and Wang, 2009).

Objectives of the Study

1. To study the relationship between productivity and emotional intelligence.
2. To find out the productivity with high emotional intelligence and low emotional intelligence.

Hypotheses

H01: There is no significant relationship between productivity and emotional intelligence.

H11: There is significant relationship between productivity and emotional intelligence.

H02: There is no significant difference in productivity with high emotional intelligence and low emotional intelligence.

H12: There is significant difference in productivity with high emotional intelligence and low emotional intelligence.

Research Methodology

In accordance to the requirement of the study, purposive sampling was taken for the present study. Goleman (1995) model of emotional intelligence was used to achieve the research objectives.

Review of Literature

Ray & Miller (1994), Thomas & Ganster (1995) explained that managers who supported and encouraged employee’s attempts to coordinate work and family demands reported several positive outcomes. Such employees felt less work/family conflict and at the same time

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time reported less turnover, burnout, absenteeism and increased organizational commitment. Abraham (1999) proposed that emotional intelligence is directly associated to performance and the literature on this concept both conceptually and empirically continues to supports this assertion (Goleman, Boyatzis & McKee 2002, pp. 14; Bradberry and Greaves 2009, pp. 26) Dalip Singh, (2001) mentioned that application of emotional intelligence supports the managers and employees to recognize and understand emotions and using emotional intelligence to manage oneself and his/her relationship with others. The application of emotional intelligence in the organization includes the areas like personnel selection, development of employees, teams and the organization. Anger Elfenbien, (2006), Jordan, Ashkanasy Hartel and Hooper, (2002) told that emotional intelligence has also been proposed as a construct that may impact performance in organizations. Burke and Collinson, (2004) described that professionals viewed flexible workplace schedules as a key to employee retention and placed this working condition at the top in order to control employee attrition. According to Bloom and Van Reenen, (2006) firms that adopt better work life balance policies can improve the level of job satisfaction and increase organizational commitment among their employees. Ahuja (2011) employees who can better understand themselves and others and able to better manage their feelings and respond according to the situation will undoubtedly perform better in their jobs.

Sample

The sample of the study includes 200 employees from the private firms in Delhi, Faridabad, Gurgaon and Noida.

Statistical Techniques Used

The techniques employed in the present study are Critical Ratio and Pearson’s Product Moment method for calculating co-efficient of correlation.

Results

Table 1: Comparison of Productivity between High Emotional Intelligence and Low Emotional Intelligence Employees

Groups	N	Mean	S.D	C.R
High Emotional Intelligence	100	64.948	3.178	18.87
Low Emotional Intelligence	100	52.789	5.678	

The mean values of productivity of High Emotional Intelligence employees are higher than Low Emotional Intelligence employees. It means that the emotionally stable employees have high level of productivity. Further the C.R Ratio for productivity between high emotional intelligence and low emotional intelligence employees is 18.87 which is significant at 0.05 level. So null hypothesis (H01) is rejected and alternative hypothesis (H11) is accepted that there is significant relationship between productivity and emotional intelligence.

Table 2: Co-efficient of correlation between Productivity and High Emotional Intelligence Employees

Groups	N	Mean	S.D	R
Productivity	100	64.948	3.178	0.289
High Emotional Intelligence	100	124.515	6.288	

The value of co-efficient of correlation between productivity and high emotional intelligence employees is significant at 0.05 confidence level. So we can conclude that high emotional

intelligence affects the productivity of employees. Hence null hypothesis (H02) is rejected and alternative hypothesis (H12) is accepted that there is significant difference in productivity with high emotional intelligence.

Table 3: Co-efficient of correlation between Productivity and Low Emotional Intelligence Employees

Groups	N	Mean	S.D	R
Productivity	100	52.789	5.678	0.358
Low Emotional Intelligence	100	78.70	2.145	

It is clear from the above table that the co-efficient of correlation between productivity and low emotional intelligence employees is significant at 0.05 level of significance from which we can say that low emotional intelligence affects the productivity of employees and therefore our null hypothesis (H02) is rejected and alternative hypothesis (H12) is accepted that there is significant difference in productivity with low emotional intelligence.

Conclusion

Emotional intelligence is a topic of growing interest in organizations and research. In today’s scenario, organizations are looking for ways to improve their productivity with emotional intelligence. EI has emerged as the proven way to quickly improve the performance of individuals and their organizations. The results revealed that there is connectivity between emotional intelligence and employee productivity. With the help of EI employees can control their negative emotions, develop organizational culture that promotes learning and can match their goals with organizational goal. For higher productivity it is essential to know the value of emotional intelligence. Emotional Intelligence is part of wellbeing so proper training programs can be familiarized by the organization to enhance the productivity level.

Limitations and Future Research

This study is confined to Delhi and NCR only. As the study is carried out under time constraints, the sample size is also small; results may vary from population at large. The selection of respondents was based on their willingness to participate and their convenience therefore resulted into constraints. Future research may be focused on all aspects of productivity. They can opt for more appropriate sampling techniques and bigger sample size.

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