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A STUDY OF THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND EMPLOYEE'S JOB PERFORMANCE: WITH SPECIAL REFERENCE TO NORTH EAST FRONTIER RAILWAY HEAD QUARTER MALIGAON GUWAHATI

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ABSTRACT

Emotionally Intelligent people will always regulate their own emotions and definitely understand and manage the emotions of others in an appropriate manner. At the workplace, managerial level people have to deal with employees to get the work done as well as to do the work. Now- a- days most of the organizations are recognizing the influence and importance of Emotional Intelligence on the employee performance. This is a small research conducted to support the influence and importance of emotional Intelligence. Thus, in this study an attempt has been made to find out the EI level of NF railway employees working in the office of NF railway head quarters in Maligaon Guwahati and the influence of EI on their performance.

KEY WORDS: *Emotional Intelligence, Performance, Self-Awareness, Self-Management, Social Awareness, Relationship Management*

INTRODUCTION

In the modern world, emotional intelligence is one of the most important subjects among business leaders and professionals. Emotional intelligence has its importance in the field of management of the organization. The concept of emotional intelligence was to gain popularity with the publication of a book on emotional intelligence by Daniel Goleman in the year 1995. Emotional intelligence is the ability to understand one's own and other peoples' emotion, and to discriminate between different emotions and categorise them and to use emotional information to guide thinking and behaviour. In other word it can be argued that having intellectual

knowledge make someone a candidate of fiscal analyst or legal scholar, but with higher command over emotional intelligence make someone a candidate for CEO or a brilliant trial lawyer (Goleman 1980). When someone thinks rationally that is known as intelligence and supposedly free from any emotion. This fact touches many areas of research especially in the field of psychology and management. These two fields rely heavily on the various facets of EI to find out some key questions. Apart from that EI is directly related to some positive aspects such as positive family and peer relation, pro-social behaviour etc.

Emotional intelligence (EI) improves our abilities so that we can perceive our and others emotions perfectly and hence assess and generate emotions to assist thought, to understand emotion and emotional knowledge which ultimately helps to regulate and promote emotional and intellectual growth.

Emotional intelligence is a psychological phenomenon that affects workplace performance.

Emotional intelligence is the ability to identifying one’s own emotion and those of others, for motivating oneself and for managing emotions well in oneself and in one’s relationship’Goleman(1998).

EI Components

- i) Self – awareness : It refers to having a deep understanding of one’s own emotions as well as strengths, weaknesses, values and motives
- ii) Self – management This represents how well one controls or redirects internal states, impulses and resources.
- iii) Social awareness It is mainly about empathy, having understanding and sensitivity to the feelings, thoughts and situations of others.

- iv) Relationship management It refers to managing other people’s emotions.
- v) Job performance Job performance is an employee’s achievement in his job. It relates to the efficiency and effectiveness of his job performance.

METHODOLOGY

A sample (n=50) was drawn from NF railway Head Quarter Maligaon . Judgemental Sampling was used to select the respondents. Self design questionnaire was used to collect data. The EI questionnaire encompasses 38 items which were divided into four clusters namely self – awareness, self – management, social awareness and relationship management.

Method of computation

For computation following methods are used:

1. Cronbach alpha is used for reliability test.
2. For measuring variable score of Emotional intelligence and job satisfaction Mean and standard deviation are used.
3. For measuring relation between various factors of EI correlation analysis was used.
4. Regression analysis was used to measure the dependency of the variables.
5. ANOVA tool is also used to test the significance.

Table 1: Respondents’ Profile

Sl no	Attributes	Description	frequency	%
1	Gender	Male	40	80
		Female	10	20
2	Age	25-30	28	56
		31-36	22	44
3	Marital status	married	31	62
		unmarried	19	38
4	Income	18k-25k	38	76
		26k-35k	12	24
5	Educational qualification	Hslc/ Hs	17	34
		Gra/Pg	33	66
6	Experience	1-5 yrs	11	22
		6-15yrs	39	78
7	Shift	9am-4pm	50	---
8	department	personal	15	30
		Commercial	17	34
		Accounts	18	36

Reliability of the Instrument Cronbach’s alpha reliability coefficients was calculated to estimate the reliability of the EI instrument.

Table 2: Reliability of EI Instruments

Measures	No. of items	Cronbach alpha
Self- Awareness	6	.69
Self – Management	9	.74
Social Awareness	10	.71
Relationship Management	13	.75

Emotional Intelligence Level

Table 3 shows the mean and standard deviation of variables score like Emotional Intelligence and Job Performance.

Variable	Mean	Standard Deviation
Self – Awareness	3.17	.546
Self – Management	3.21	.300
Social Awareness	3.25	.26
Relationship Management	3.02	.31
Job Performance	4	.55

Table 4: Gender-wise analysis of Emotional Intelligence

Sl no	Variable description	Male			Female			Total		
		N	Mean	Std dev	N	Mean	Std dev	N	Mean	Std dev
1	Self-awareness	40	3.12	.55	10	3.04	.632	50	3.14	.621
2	Self-Management	40	3.41	.312	10	3.22	.451	50	3.38	.332
3	Social Awareness	40	3.24	.33	10	3.16	.386	50	3.21	.331
4	Relationship Management	40	3.32	.54	10	3.14	.625	50	3.62	.688

In gender-wise analysis, male managerial level people have higher Emotional Intelligence when compared to female managerial level people.

A. Correlation Analysis

Table 5: Correlation between the score of Emotional Intelligence

FACTOR		SELF AWARENESS	SELF MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
SELF AWARENESS	PEARSON CORRELATION	1			
	SIG.(2 TAILED)				
	N	50			
SELF AWARENESS	PEARSON CORRELATION	.521	1		
	SIG. (2TAILED)	0.001			
	N	50	50		
SOCIAL AWARENESS	PEARSON CORRELATION	0.412	.582	1	
	SIG. (2 TAILED)	.002	.000		
	N	50	50	50	
RELATION SHIP MANAGEMENT	PEARSON CORRELATION	-.134	-.047	-.33	1
	SIG(2TAILED)	.298	.588	.072	
	N	50	50	50	50

The result shows a significant inter relationship between Self– Awareness, Self– Management, and Social Awareness.

There is no significant relationship between Relationship Management.

B. Regression analysis

Table 6 Model Summary

MODEL	R	R SQ.	ADJUSTED R SQUARE	STD. ERROR OF THE ESTIMATE
1	.724 ^a	.524	.51	.485

Table 6 provides the R and R square value. The R value is .724, which represents the simple correlation. It indicates a high degree of correlation. The R square value indicates how

much of the dependent variable Emotional Intelligence can be explained by the independent variable Job performance. In this case 52% can be explained, which is quite high moderate.

Table 7: ANOVA

model	Sum of square	df	mean square	F	sig
Regression	7.83	4	1.95	10.31	.000 ^b
Residual	8.511	45	.189		
total	16.314				

a. Dependent variable Job Performance

b. Predictors (Constant), Relationship Management, Self-Management, Self Awareness, Social Awareness

Table 7 indicates that the regression model predicts the outcome variable significantly well.

FINDINGS

1. The study reveals that there is a very high positive relationship between Emotional Intelligence and Job performance.

2. In gender-wise analysis, male managerial level people have higher Emotional Intelligence when compared to female managerial level people.
3. This study outlines the implications for practice in two primary areas - development and sustainment of Emotional Intelligence.

4. Since we observe a significant amount of relationship exit between EI and job performance hence it is necessary to foster and encourage emotional competence.
5. From the study it is also clear that an employee with high emotional intelligence can perform his job more accurately than those who have low EI.

SUGGESTIONS

1. It is proposed that organizations must make efforts to understand the emotional intelligence level of employees.
2. It is recommended that organizations develop training programs in order to develop the emotional competencies of managers and hence improve the performance of the employees as well as the organisation.

Limitations of the study

The sample was drawn only from 50 people so the result failed to give the full picture of the relationship between emotional intelligence and employee's performance. Future studies may be extended to exploration of a wider range of employees.

The present study included only minimum number of performance measures. Future research may investigate the relationship between Emotional Intelligence and the multiple variables of Job Performance.

CONCLUSION

The emotions of individuals have intensive effect on their behaviour. Organisations' growth and success is dependent on the strength and performance of their workforce to a great extent. Ordinarily, employee's exhibit positive as well as negative emotions at workplaces and these have great impact on the resultant outcomes as positive or negative respectively. Having a deep understanding and control over one's own emotions and understanding others' emotions is very vital for successful work relationships and creating conducive work environment. This study tries to investigate the relationship between Emotional intelligence and job performance. And the result also justified that there is a positive and strong correlation between emotional intelligence and employee's performance.

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