



International Journal of Financial Management and Economics

P-ISSN: 2617-9210
E-ISSN: 2617-9229
IJFME 2023; 6(2): 106-110
www.theeconomicsjournal.com
Received: 11-07-2023
Accepted: 17-08-2023

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Exploring the impact of demographics on emotional intelligence and employee well-being: A workplace study

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DOI: <https://doi.org/10.33545/26179210.2023.v6.i2.234>

Abstract

Emotional intelligence is a predominant factor which analyses how an individual could direct his/her emotions towards others and supports to understand and perceive others feelings and emotions. The present study analyses how an individual employee working in an organization uses his/her emotional factor in attaining benefits and also analyzes how an individual aware of his/her own emotions, which affects his/her organizational performance. The present study examined around 72 employees from a sampling frame of 352 employees. Their responses were analyzed and found that the emotional intelligence of the respondents has an effect on the benefits arrived out of EI to the respondents.

Keywords: Emotional intelligence, job performance, benefits of EI

Introduction

Emotional intelligence factor determines how well an individual is aware of his/her own emotions and how he/she perceives the emotions of others. A high level of emotional intelligence may arise from one's own experience or it may be a genetic factor also as some researchers say. There are some models of emotional intelligence that depict how individuals can use their emotional intelligence for their own benefits as well as for improving the organizational performance. Ability model by Peter Salove and John Mayer was a model based on the fact that emotions are the deciding factor of one's navigation through his society. There are 4 predominant abilities in their model: Perceiving Emotions, Emotions to Facilitate Thoughts, Understanding the Emotions and Managing Emotions. This model helps us to obtain detailed information about how well an individual understands and expresses his/her emotions. The mixed model or the Goleman model focuses the EI as a factor that creates an impact on managerial performance of individuals in an organization. Goleman model has 4 definitive pillars of evaluating the EI: Self-Awareness, Self-Management, Social Awareness and Relationship Management. Each pillar focuses on unique perspective of emotions.

This study about the emotional intelligence was based on Goleman model introduced by Daniel Goleman which portrays emotional intelligence as a combination of a variety of skills and competencies that strengthen managerial performance. The participant respondents were evaluated using the above-mentioned model to analyze their EI and the benefits arrived out of their Emotional Quotient.

Background Study

1. Hassan Jorfi (2011) ^[3] demonstrated a study of examining the relationship of EI on the stress management and the job satisfaction. The study included 133 people and 4 hypotheses were formulated to analyze the impact of EI on other variables. The study proved that there has been moderate relationship between the EI and other variables taken into account.
2. Ridhi Arora *et al* (2012) ^[1] conducted a study exploring the relationship between the EI and employee engagement.

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A total of 92 respondents were involved for this study to prove that there is an impact created by the EI on employee engagement. The test conducted proved that there was positive yet greater impact on employee engagement by the EI factors.

3. Lee Bee Yoke *et al* (2015) ^[10] conducted research among school teachers to prove the impact of Emotional Intelligence on their job performance. 384 teachers were involved in the study. This study concluded that faculties with high EI were found performing well on their jobs.
4. Jasleen Kaur *et al* (2019) ^[4] conducted research to examine the relationship between emotional intelligence and work performance of employees. Various factors have been reviewed which affect the work performance of employees and it was found that there was a proven relationship between the EI and work performance with significant percentile values.
5. Osman uslu *et al* (2019) ^[9] conducted a study on analyzing the impact of EI on employee attitude. They used quantitative approach to design this study which included 146 candidates who were active in their work life.
6. Shumaila naz (2019) ^[6] performed a study on relating the employee performance and job satisfaction with EI. Study was conducted by obtaining data from 233 employees in a manufacturing sector. This study has also proved that EI creates a significant impact on employee performance, employee engagement and job satisfaction of the employees. The data was collected through a self-administered survey. The respondents were working in various positions in a manufacturing sector.
7. Helena kren *et al* (2021) ^[5] conducted research on emotional intelligence among the business leaders of various organizations to examine the relationship between the organizational performance and EI. Their sample included a sample of 22 leaders among the various organizations. Their study proved that there was a significant impact on EI on the organizational performance of those 22 leaders.
8. Yul Tito Permady *et al* (2021) ^[7] conducted a study on emotional intelligence among the employees of PT WKR They followed a quantitative type of research for conducting the study among the employees. The study had a population of 138 out of which a sample of 42 was chosen using stratified sampling technique. Their study proved that there was moderate relationship between the emotional intelligence and the employee performance among the concerned organization.
9. Vaidheeswaran, S., & Devibala, B. (2022) ^[8] in their study recognized the Personal Competencies of employees in an organization; found out the perception and management of Emotionally Intelligent Individuals at Managerial Levels; identified the factors dominating their EI; ascertained the contribution of Transformational Leadership over E.I and found out the impact of EI on the employees' performance. The study suggested that if the organization focuses on the critical competencies for improvement; training the employees towards emotional intelligence and reducing the gap between the perceived and expected ratings of EI, the performance of the employees will be improved to a greater extent.

Research Methodology

The study was carried out in an Automobile industry at Puducherry with the objectives of measuring the emotional intelligence of the respondents and to ascertain the benefits arrived out of EI of the employees. The EI score has been split in to three levels namely High, Medium and Low using Mean and Standard Deviations for analytical purpose.

Goleman model comprises of four unique dimensions namely Self Awareness, Social Awareness, Self-Management and Relationship Management which relate the emotions of individuals to their organizational performance. Questionnaire comprised of questions from each four dimensions (comprising six key factors namely Self Awareness, Self-Assessment, Self-Control, Social Awareness, Conflict Management and Team Capabilities) which were used to evaluate the emotional intelligence, with respect to the objectives framed for the study. Job Involvement, Adaptability, Interpersonal Relationship, Good Working Environment and Job Satisfaction are the key variables considered as the benefits for the employees arrived out of their emotional intelligence.

The questionnaire was designed with close ended questions, for which the respondents were asked to respond according to their perception about their emotions. Primary data was collected through the questionnaire from the respondents. Likert five-point scale was adopted for the answering the questionnaire. From the population of 600 employees, 352 employees were brought into the sampling frames who are working in the middle management cadre. Using the probability sampling method (simple random sampling), 72 participant respondents belong to the middle management cadre were chosen as samples. The collected primary data was analyzed using SPSS version 21. Chi square test was conducted to find the association between the emotional intelligence levels of the respondents and the demographic variables namely age group, educational level and experience. Anova test was conducted to test the difference between the emotional intelligence levels with respect to the benefits arrived out of EI.

Analysis and Interpretation

Findings from the Percentage Analysis

In the study, 97.2% of the respondents are male and most of the respondents fall in the age group of 26-35. It was found that 34% of the respondents have 4-6 years of working experience in that organization. 80.6% of the respondents agreed that they are well aware that how their emotions affect their performance. Half of the respondents agreed that they are able to learn from their experience; have proper self-control over their emotions and they are able to stay focused under pressure. 58.3% of the respondents agreed that they are able understand the emotions of others from their perspectives. 54.1% of the respondents agreed to the point that they are able to manage the conflict and also de-escalate them. 58.3% of the respondents agreed that they ensure team capabilities which include collaboration, sharing plans, information and resources. These results indicate that the respondents have high level of EI.

The study has also proved that 70.8% employees have better employee engagement, and 40.2% of the respondents are able to adapt to the changes brought in their organization. 58.3% of the respondents agreed that they have a proper interpersonal relationship while 54.1% of the total respondents are with high level of job satisfaction.

Furthermore, 44.4% of the respondents recorded the response of higher job involvement due to good working environment.

Chi Square Test

To Test the Association between Age Group and the Levels of Emotional Intelligence of the Respondents

H₀: There is no significant association between the age groups of the respondents and the level of emotional intelligence.

Table 1: Emotional Intelligence Quotient * Age Group Cross Tabulation

	Age Group			Total	
	Below 25	Between 26-35	Between 36-45		
Emotional Intelligence Quotient	High	4	14	11	29
	Low	13	7	7	27
	Medium	8	6	2	16
Total		25	27	20	72

Table 2: Chi-Square results

	Value	df	Asymptotic significance (2-sided)
Pearson Chi-Square	10.452a	4	.033
Likelihood Ratio	11.547	4	.021
Linear-by-Linear Association	7.206	1	.007
N of Valid Cases	72		

Inference

As the SPSS generated value 0.033 is less than the significance value 0.05, the null hypothesis is rejected. Therefore, there is significant association between the age group of the respondents and the level of emotional intelligence.

To Test the Association between Educational Qualification and the Levels of Emotional Intelligence of the Respondents

H₀: There is no significant association between the Educational Qualification of the respondents and the level of emotional intelligence.

Table 3: Emotional Intelligence Quotient * Educational Level Cross Tabulation

	Educational Qualification			Total	
	Diploma	ITI	UG		
Emotional Intelligence Quotient	High	4	7	18	29
	Low	13	8	6	27
	Medium	4	8	4	16
Total		21	23	28	72

Table 4: Chi-Square results

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.741a	4	.005
Likelihood Ratio	14.432	4	.006
Linear-by-Linear Association	5.588	1	.018
No of Valid Cases	72		

Inference

As the SPSS generated value 0.005 is less than the significance value 0.05, the null hypothesis is rejected. Therefore, there is significant association between the Educational Qualification of the respondents and the level of emotional intelligence.

To Test the Association between Experience and the Levels of Emotional Intelligence of the Respondents

H₀: There is no significant association between the Experience of the respondents and the level of emotional intelligence.

Table 5: Emotional Intelligence Quotient * Experience Tabulation

	Working Experience			Total	
	4-6 Years	7-9 Years	Up to 3 Years		
Emotional Intelligence Quotient	High	9	11	9	29
	Low	8	6	13	27
	Medium	8	1	7	16
Total		25	18	29	72

Table 6: Chi-Square Results

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.277a	4	.179
Likelihood Ratio	6.995	4	.136
Linear-by-Linear Association	.135	1	.713
No of Valid Cases	72		

Inference

As the SPSS generated value 0.179 is greater than the significance value 0.05, the null hypothesis is accepted. Therefore, there is significant association between the Experience of the respondents and the level of emotional intelligence.

Anova Test

To test the difference between the levels of emotional intelligence with respect to the Job Engagement of the respondents.

H₀: There is no significant difference between the emotional intelligence levels with respect to the Job Engagement.

Table 7: Anova Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.590	2	2.795	5.203	.008
Within Groups	37.063	69	.537		
Total	42.653	71			

Inference

As the SPSS generated value 0.008 is lesser than the significance value 0.05, the null hypothesis is rejected. Therefore, there is significant difference between the emotional intelligence levels with respect to the Job Engagement of the respondents.

intelligence levels with respect to Good Working Environment.

Table 10: Anova Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.052	2	1.026	1.744	.182
Within Groups	40.601	69	.588		
Total	42.653	71			

To test the difference between the levels of emotional intelligence with respect to the Adaptability of the respondents

H₀: There is no significant difference between the emotional intelligence levels with respect to the Adaptability.

Inference

As the SPSS generated value 0.182 is greater than the significance value 0.05, the null hypothesis is accepted. Therefore, there is no significant difference between the emotional intelligence levels with respect to the Good Working Environment.

Table 8: Anova Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.178	2	3.089	5.843	.005
Within Groups	36.475	69	.529		
Total	42.653	71			

Inference

As the SPSS generated value 0.005 is lesser than the significance value 0.05, the null hypothesis is rejected. Therefore, there is significant difference between the emotional intelligence levels with respect to the Adaptability of the respondents.

To test the difference between the levels of emotional intelligence with respect to the Job Satisfaction of the respondents

H₀: There is no significant difference between the emotional intelligence levels with respect to the Job Satisfaction.

Table 11: Anova Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.878	2	4.439	9.068	.000
Within Groups	33.775	69	.489		
Total	42.653	71			

To test the difference between the levels of emotional intelligence with respect to the Interpersonal Relationship of the respondents

H₀: There is no significant difference between the emotional intelligence levels with respect to the Interpersonal Relationship.

Inference

As the SPSS generated value 0.000 is lesser than the significance value 0.05, the null hypothesis is rejected. Therefore, there is significant difference between the emotional intelligence levels with respect to the Job Satisfaction of the respondents.

Table 9: Anova Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.212	3	.737	1.240	.302
Within Groups	40.441	68	.595		
Total	42.653	71			

Inference

As the SPSS generated value 0.302 is greater than the significance value 0.05, the null hypothesis is accepted. Therefore, there is no significant difference between the emotional intelligence levels with respect to the Interpersonal Relationship of the respondents.

Findings from the hypotheses

- There is significant association between the age groups of the respondents and the level of emotional intelligence
- There is significant association between the Educational Qualification of the respondents and the level of emotional intelligence
- There is significant association between the Experience of the respondents and the level of emotional intelligence
- There is significant difference between the emotional intelligence levels with respect to the Job Engagement
- There is significant difference between the emotional intelligence levels with respect to the Adaptability
- There is no significant difference between the

To test the difference between the levels of emotional intelligence with respect to the Good Working Environment.

H₀: There is no significant difference between the emotional

emotional intelligence levels with respect to the Interpersonal Relationship

- There is no significant difference between the emotional intelligence levels with respect to Good Working Environment
- There is significant difference between the emotional intelligence levels with respect to the Job Satisfaction

Suggestions

- From the study, it is evident that the employees of the organization under study have high level of Emotional Intelligence. The Management may utilize this to a great extent to improve the productivity of the company.
- As some of the respondents disagreed with the statement “I think clearly and stay focused under pressure”, the management may concentrate to improve the “self-control” factor of the employees, which would result in increasing the focus of employees on their goals and assignments.
- Some of the respondents have disagreed with the statement “I spot potential conflict, bring disagreements in to the open, and help de-escalate the conflict”, the management may concentrate to improve the “conflict management” which would result in better relationship between the team members.
- As some of the respondents have disagreed to the statement “I collaborate, sharing plans, information, and resources”, the management may focus on improving the “team capabilities” of employees through training programme to improve the co-ordination of teams in the organization.
- Some of the respondents have disagreed to the statement “I can maintain good interpersonal relationship in my organization”, the management may concentrate to improve the “interpersonal relationship” factor which would bring better rapport between the superiors and their sub-ordinates.
- The organization may consider the results of this study to increase the benefits arrived out of the emotional intelligence of the employees.

Conclusion

The present study helps to identify and analyze the employees’ emotional intelligence. This research brings out the impact of emotional intelligence resulted as benefits of employees based on their response towards the questionnaire. Moreover, the study helped to determine the difference between the levels of EI with respect to the benefits arrived out of EI. It also supports us to provide valuable Suggestions to the company to improve the performance measures related to E.I. This study would be helpful for the management for mapping of training needs for its employees towards Emotional Intelligence.

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