

International Journal of Advance Research in Computer Science and Management Studies

Research Article / Survey Paper / Case Study

Available online at: www.ijarcsms.com

Special Issue: National Conference on Management, Economics & Social Science (NCMESS 2018)

Organized by: Department of Business Administration, ST. JOSEPH'S COLLEGE (AUTONOMOUS), Tiruchirappalli - 620002, India

Impact of Emotional Intelligence on Performance of Employees with Reference to Femina Hotel in Trichy

C. Annie Jane¹

Research Scholar & Assistant Professor
PG & Research Department of HRM
St. Joseph's College (Autonomous)
Tiruchirappalli, India

Dr. Wilfred Angello Gerald²

Research Guide & Assistant Professor
PG & Research Department of HRM
St. Joseph's College (Autonomous)
Tiruchirappalli, India

Abstract: In this competitive scenario organizations both service and manufacturing sectors need to manage change in an intelligent way. Emotional Intelligence plays an important role in helping the managers and employees to cope with the tremendous changes in the business environment. The need for emotional intelligence can hardly be disputed. The employees are often faced by the problems of intrapersonal adjustment and social adjustment. In this context, a study on emotional intelligence is very significant. This study aims at analyzing the impact emotional intelligence among employees of service sector on their performance.

Keywords: Emotional Intelligence, Interpersonal Adjustment, dynamic change, Performance.

I. INTRODUCTION

Emotional intelligence influences employee performance to a high extent employees at hotels, mostly play the role of customer- service representatives who directly confront the customer, require to exhibit a high level of emotional balance. Peter Salovey and John D. Mayer coined the term 'Emotional Intelligence' in 1990. Today Hotels are the most sought of places for businessmen and organizations to conduct conferences and meetings. They build their relationships and business through their hospitality, even individuals and families consider hotels as the destination for conducting functions and events. Hence a high customer orientation environment within a hotel has to be maintained, and the employees need to be educated and trained to meet the high-end needs.

Studies point out that emotionally balanced employees are the only virtue for a hotel to successfully attract more number of guest when all the other features are almost similar among other hotel in the market. The hotel employees at all the levels have to have a smiling face (forcefully), be polite and welcome their guests with warmth to make them feel at home. This requires a high level of emotional intelligence among the hotel employees.

In this day and age of developing economy business is on the boom. We live in a World where competition is always present and confrontations and battles at a business level are all around us. Therefore management theories develop models on "the rivalry of a company based on it's human resources", with the argument that a company can achieve competitive advantages through creation and protection that increases distinctive value. In this environment managers begin to conclude that the motto is "not knowing how to do it, but yes increasing it's value".

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. “emotional intelligence is one of the few key characteristics that gives rise to strategic leaders in organizations”

Emotional Intelligence(EI) is defined by Goleman(1998), as the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotional well is as and in our relational ship. Success actually depends on a set of emotional and social competencies that builds on EI, in the same way that specific cognitive ability may be linked to general intelligence and measured by the IQ Test.

Emotional Intelligence (EI) is the capacity or ability to perceive and manipulate emotional information without necessarily understanding it and to understand and manage emotion without necessarily perceiving feelings well or fully experiencing them. (Salovey and Mayer, 1990; Mayer and Salovey, 1997)¹.

Performance is considered as a significant measure, which is associated with the organizational outcomes and success. (Wall et al., 2004). Performance is the number of individual effort spent on the job. Performance describes the accomplishments by individuals, which pave way for more profits and success of the enterprise. Measurement of performance can be carried out according to objective and subjective criteria.

Generally speaking, emotional intelligence improves an individual's social effectiveness. The higher the emotional intelligence, the better the social relations.

The high emotionally intelligent 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 high emotionally intelligent person is drawn to occupations involving social interactions such as teaching, customer care and counseling more so than to occupations involving clerical or administrative tasks.

II. REVIEW OF LITERATURE

When situations or critical moments calling for intelligent actions emerge, the amygdale 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).

Emotional intelligence develops innovational creativity in individuals and as a result, helps in the improvement people's job performance (Ganji, 2011; Hasanzadeh, 2009). In addition, what is of paramount importance in the process of job performance is facilitating the communication within organization which is another function of emotional intelligence (Ganji, 2011).

III. RESEARCH METHODOLOGY

A careful investigation has been carried out for the selection of appropriate tools, collection of data and analysis of data.

IV. RESEARCH DESIGN

The present study is based on descriptive design. The objectives, the hypotheses for empirical validation, the process of sample selection, statistical methods for data analysis and tools used for measurements to obtain data are included.

V. OBJECTIVES OF THE STUDY

The present study aims to analyse the impact of emotional intelligence on the performance of the employees.

- To find the relationship among various dimensions of emotional intelligence and the performance of employees.

VI. HYPOTHESIS

- There is significant association between overall Emotional Intelligence and performance assessment of the respondents.
- There is a significant association between performance assessment of the respondents and the individual factors of Emotional Intelligence.

VII. VARIABLES OF THE STUDY

Factor analysis was performed to identify the key dimensions of Emotional Intelligence influencing performance of employees of Femina Hotel in a Trichy. The questions were reduced to five factors. –

- **Self-Assessment**
- **Self-Management**
- **Motivation**
- **Empathy**
- **Social Skills.**

VIII. RESEARCH METHODOLOGY

A structured questionnaire was used to collect data whereby it was served as primary data to answer the research questions and objectives planning to find out the factors that plays a vital role about Emotional Intelligence towards employee performance. The researcher collected data from the respondents through primary and secondary sources. Primary data was collected by the researcher through questionnaires and secondary data was collected from books, journals, websites and unpublished thesis reports. The sample consisted of 60 employees out of the total population of 110 Employees of Femina hotel in Trichy District. The potential pool of participants was obtained by simple random sampling. Chi Square test was used to analyze and interpret the tabulated data

IX. THE SURVEY QUESTIONNAIRE

The questionnaire on emotional intelligence was based on the Daniel Goleman's The Trait Emotional Intelligence Questionnaire designed by London Leadership Academy(<http://www.londonleadingforhealth.nhs.uk/>) and The Performance Assessment Questionnaire was designed based on the Performance Review Questions of Jeanette Wiesenhofer, Court Services Supervisor, Tempe Municipal Court, Tempe, Arizona Tempe Municipal Court. (<https://www.ncsc.org>)

X. LIMITATIONS OF THE STUDY

The scope of the study was limited to a single hotel. Utilizing the emotional intelligence construct is a second limitation of this study.

XI. DATA ANALYSIS AND INTERPRETATION

TABLE 1 - ASSOCIATION BETWEEN PERFORMANCE ASSESSMENT OF THE RESPONDENTS AND THE FACTORS EMOTIONAL INTELLIGENCE

	Performance Assessment						Statistical inference
	Low		High		Total		
	(n=23)	(100%)	(n=35)	(100%)	(n=58)	(100%)	
ti1.Awareness							
Low	18	78.3%	15	42.9%	33	56.9%	X ² =7.094 Df=1 .008<0.05 Significant
High	5	21.7%	20	57.1%	25	43.1%	
ti2.Management							
Low	10	43.5%	18	51.4%	28	48.3%	X ² =.351 Df=1 .553>0.05 Not Significant
High	13	56.5%	17	48.6%	30	51.7%	
ti3.Motivation							
Low	13	56.5%	19	54.3%	32	55.2%	X ² =.028 Df=1 .867>0.05 Not Significant
High	10	43.5%	16	45.7%	26	44.8%	
ti4.Empathy							
Low	16	69.6%	15	42.9%	31	53.4%	X ² =3.979 Df=1 .046<0.05 Significant
High	7	30.4%	20	57.1%	27	46.6%	
ti5.Social Skills Relationship Management							
Low	14	60.9%	14	40.0%	28	48.3%	X ² =2.421 Df=1 .120>0.05 Not Significant
High	9	39.1%	21	60.0%	30	51.7%	
ti6.Overall EI							
Low	15	65.2%	11	31.4%	26	44.8%	X ² =6.407 Df=1 .011<0.05 Significant
High	8	34.8%	24	68.6%	32	55.2%	

H₁ : There is a significant association between performance assessment of the respondents and the factors of Emotional Intelligence.

H₀ : There is no significant association between performance assessment of the respondents and the factors of Emotional Intelligence.

Statistical test: Chi-square test was used the above table.

FINDINGS

The above table reveals that there is a significant association between performance assessment of the respondents and the factors like **Awareness and Empathy**. Hence, the calculated value less than table value ($p < 0.05$).

The above table reveals that there is no significant association between performance assessment of the respondents and the factors like **Management, Motivation and Social Skills Relationship Management**. Hence, the calculated value greater than table value ($p > 0.05$).

TABLE 2- ASSOCIATION BETWEEN PERFORMANCE ASSESSMENT OF THE RESPONDENTS AND THE FACTORS OF EMOTIONAL INTELLIGENCE

	Performance Assessment						Statistical inference
	Low		High		Total		
	(n=23)	(100%)	(n=35)	(100%)	(n=58)	(100%)	
High	9	39.1%	21	60.0%	30	51.7%	
ti6.Overall EI							
Low	15	65.2%	11	31.4%	26	44.8%	X ² =6.407 Df=1 .011<0.05 Significant
High	8	34.8%	24	68.6%	32	55.2%	

Research hypothesis

H_R : There is a significant association between performance assessment of the respondents and overall Emotional Intelligence.

Null hypothesis

H_0 : There is no significant association between performance assessment of the respondents and overall Emotional Intelligence.

Statistical test: Chi-square test was used the above table

FINDINGS

The above table reveals that there is a significant association between performance assessment of the respondents and **Overall Emotional Intelligence**. Hence, the calculated value less than table value ($p < 0.05$).

- Based on the study it is found that there is a significant association between performance assessment of the respondents and Awareness, Empathy Factors of Emotional Intelligence
- Based on the study it is found that there is no significant association between performance assessment of the respondents and Management, Motivation, Social Skills and Relationship Management Factors of Emotional Intelligence.
- Based on the study it is found that there is a significant association between performance assessment of the respondents and their Overall Emotional Intelligence.
- It is found that there is greater association of the factors of emotional intelligence like Self Awareness and Empathy with performance of the employees and less association with self-management, motivation, social skills and relationship management factors with the performance of employees. Hence it is found that the more self-awareness the more efficient performance.
- Empathy is also closely associated with the performance assessment parameters.
- But The Overall Emotional Intelligence is highly needed for the efficient performance of the employees.

XII. RECOMMENDATIONS

In the business world, greater importance was given to Intelligence Quotient rather than Emotional Intelligence. But now the Scenario has changed and organisations need to have competent Emotional intelligent work force.

Here are some of the recommendations for organizations and individuals with regard to emotional intelligence. Today's competitive world requires emotionally competent work force for organisations to succeed. As an employee is exposed to many cultures and influenced by many things, the attrition rate is also very high. Organizations earlier used to give tangible benefits to the internal and external customers, but today the employees and customers are looking for fulfilment of their emotional needs. Organizations in a long run to maintain customer loyalty they need to take care of employees and customers emotional needs and behave empathetically. Therefore organization should pay attention towards emotional intelligence needs of employees.

- Organizations should choose those employees who are having a high level of emotional intelligence. For hotel industry social skills factor of emotional intelligence should be high.
- Employers should have adequate assessment methods to check the emotional quotient of employees and provide them feedback and get better performance out of them.
- Organizations should give training to employees to improve their emotional intelligence, because it is not bounded by any factors like age, gender etc. It can be learned at any time in life, and it is not an inborn character in its full sense.
- Those companies who will be using emotional intelligence will remain successful in the future, because the workforce will be emotionally more stable, competent and can handle every situation with challenge.

- Individuals who are having lower level of emotional intelligence 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.

The management has to constructively resolve conflicts, and generate and maintain a sense of cooperation and trust. Constructive thinking can lead to the generation of creative ideas to settle disagreements, arrive at win-win solutions to problems, and ensure cooperation and trust throughout an organization.

Finally, member of top management who are high on emotional intelligence may instill in their organizations a sense of enthusiasm, excitement, and optimism as well as an atmosphere of cooperation and trust through their being able to develop high quality emotional intelligence parameters with their followers.

XIII. CONCLUSION

The present 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 performance 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.

So what has been concluded from the study is that emotional intelligence is linked at every point of workplace performance and it is of utmost importance nowadays.

Results of the present study implies that emotional intelligence has direct impact on job performance. This study revealed that emotional intelligence contributes directly by the way of social awareness, self-management, relationship management and self-awareness.

This study will be much helpful for the top management for taking the decision regarding the inquiry of different factors which reduce the performance level of the employees working in the hotel. Today, in the world of liberalization and Globalization, the emotional intelligence has started gaining the attention from the public and seen as an important aspect in the organizational environment. Working environment or good performance in an organization is closely related to emotional intelligence. Hence, to be successful in both career and personal lives emotional intelligence is a vital quality to be learnt and developed.

References

1. Goleman, D. (1998) Working with Emotional Intelligence, London, Bloomsbury
2. Mayer, J.D., Salovey, P., & Caruso, D.R. (2002). Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT): Users Manual. Toronto, ON: Multi Health Systems, Inc. 160
3. Wall, T.D., J. Michie, M. Patterson, S.J. Wood, M. Sheehan, C.W. Clegg and M. West, 2004. On the validity of subjective measures of company performance. *Pers. Psychol.*, 57: 95-118
4. Davidson RJ1, Jackson DC, Kalin NH Emotion, plasticity, context, and regulation: perspectives from affective neuroscience, *Psychol Bull.* 2000 Nov;126.
5. Ganji, M. (2011). Emotional Intelligence. Tehran: Savalan.