

MOUNTING MANAGERIAL PERFORMANCE WITH EMOTIONAL INTELLIGENCE – A STUDY AT SELECT CORPORATE COMPANIES IN BANGALORE CITY

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Abstract: Today's work environment is universal and multifaceted. The association between emotional intelligence and managerial performance in corporate sector remains a significant part to be concerned for managers internationally. This study concentrates on the Managerial performance of employees, who are working in the select corporate companies at Bangalore city, with the impact of Emotional intelligence. Emotional intelligence (EI) is a responsible and relying factor of an employee to achieve success and for the emotional well being is important to create a bond between the employees and their work place. This research paper examined the role of emotional intelligence on managerial performance in select corporate companies. Total 200 questionnaires sent for the companies, among them 154 returned to evaluate the results through data analysis. The target members are the managers of corporate companies. Based on some models of emotional intelligence, this paper explores how emotional intelligence of managers is influencing the performance of managers. Emotional intelligence is critical factor for the growth of employee at work place, for organizational performance. It plays a significant role in concert of today's competitive organizations. The findings of the study elevated that emotional intelligence has relatively positive bang on managerial performance of the employees working in corporate companies at Bangalore.

Keywords: Emotional Intelligence, Self-management, Job performance, Relationship management, Self-awareness, Social awareness.

INTRODUCTION

India is a developing country and it is one among the world's fastest growing economy. According to some researchers industrialization expanded in India in the past two decades. Human resources are developed as foundation for greatest and increasing competitive advantage. In the era of changing paradigms, corporate companies are being ready to develop and enhance labor force capabilities and to effectively contend in the 21st Century. Employees with great managerial performance will get on and develop the organizations and sustains the development with them.. Some researchers argued that in any organization, the managerial competencies would determine its overall success. Social behavior distinctiveness and adjustments will accredited an individual towards success. These individuals have to make in their task, position and power of the job to expand the organizational settings in common grounds. Therefore the impression of Emotional Intelligence (EI) is in concert of vital role in every organization who describes the ability, to

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identify, to access and to administer the emotions of an individual and of others and of groups. Emotional Intelligence (EI) means the ability to distinguish, organize and manage.

REVIEW OF LITERATURE ON EI AND MANAGERS' JOB PERFORMANCE

The relationship between emotional intelligence and manager's job performance is relatively positive, according to some studies, in others there was no relation or an incompatible one. This opinion leads the researchers to elevate some models on emotional intelligence. Cote and Miners (2006) prescribed an idea first proposed in the context of scholastic concert and proposed the compensatory model between Emotional Quotient and employee performance becomes more optimistic as cognitive intelligence diminishes, Brief history and definitions in Edward Thorndike (1930) portrays the concept of "social intelligence" which is defined as the capability to acquire knowledge along with others. David Wechsler (1940) suggests that the components of intelligence is affective and may be indispensable to achieve in existence. A humanistic psychologist such as Abraham Maslow (1950) describes the way to build emotional strength among people. Howard Gardner (1975) identified and passed that the devastated Mind, which introduces the concept of multiple intelligences in his doctoral thesis entitled "A study of emotion: developing emotional intelligence; self integration; relating to fear, desire and pain (theory, structure of reality, problem solving, contraction/expansion and turning in). "The theorists like Gardner (1983) and Williams and Stemberg (1988) projected broader approaches to discerning intelligence and progressed from mechanism on emotional intelligence progressed from mechanism. Salovey and Mayer (1990) and Goleman (1998) invented the concept of emotional intelligence" and incorporated this in the developments of interpersonal and intrapersonal relationships between individual. The concept of emotional intelligence popularized in the business arena. Emotional intelligence is very important to make successful careers and to improve effective group performance in business areas located globally.

RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE, INTELLIGENT QUOTIENT AND JOB PERFORMANCE IN THE ORGANIZATION

Some researchers identified that there is mixed results in studying the relationship between EI and job performance. Some studies proved that there is positive relation between EI and managerial job performance and other studies revealed that the impact of EI is null or inconsistent when compared to managerial performance. This kind of results motivated the researchers like Cote and Miners (2006) to deliver compensatory model between EI and IQ, which posits that the association

between Emotional intelligence and occupational performance, which decreases cognitive intelligence and becomes more encouraging. This idea first proposed in the circumstance of educational presentation (Petrides, Frederickson & Furnham, 2004). Bar-on model delivered from the results of former studies. Bar-on is the method to develop Emotional Intelligence through training program and therapy. Bar-on model theorized that those who are having higher or average emotional intelligence levels are more successful in meeting pressures and demands at work place.

OBJECTIVES OF THE STUDY

1. To examine the different emotions like self awareness, self management, social awareness and relationship management of managers which increase their job performance.
2. To compare the job performance of managers with high and low level EI and to find out the impact of EI on job performance of managers.
3. Understanding the overall effect of high emotional intelligence manager's performance in the success and increase in productivity of organization.

HYPOTHESIS OF THE STUDY

- H₀1: There is a significant relationship between High emotional intelligence and managerial performance.
- H₀2: There is a significant relationship between Job performance of managers with high EI levels and organizational effectiveness.

RESEARCH METHODOLOGY

Survey was done in six corporate sectors which included Marketing, production and service sector. The study used questionnaire as an instrument for data collection for measuring emotional intelligence in a study organization. The questionnaire was adopted from mixed model developed by Daniel Goleman with the following constructs.

- A. *Self-Awareness*: (emotional self-awareness, accurate self-assessment and self-confidence).

It is the ability to recognize emotions and how they affect thoughts and behaviors.

- B. *Self-management*: (emotional self-control, transparency, trustworthiness, adaptability, achievement orientation, initiative, optimism and conscientiousness).

It is the ability to control impulsive feelings and behaviors, manage emotions in healthy ways take initiative, follow through on commitments, and adapt to changing circumstances.

- C. *Social Awareness*: (Empathy, organizational awareness and service orientation).

It is the ability to observe and understand the emotions, needs and concerns of other people, pick up on emotional cues, feel comfortable socially and recognize the power dynamics in a group or organization.

- D. *Relationship Management*: (Inspirational leadership, influence, developing others, change catalyst, conflict management, building bonds, team work, collaboration, communication).

It is the ability to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict.

RESULTS AND DISCUSSION

The questionnaire distributed to full time employees working at six corporate companies at Bangalore. In total 200 employees, who are particularly working in managerial positions were targeted to take as sample. Finally 154 questionnaires got returned with a response rate of 77%. The participants supported well to fulfill the study. This percentage considered as sufficient sample size for analyzing results.

The questionnaire was developed by adopting Daniel Goleman mixed model with constructs “the self awareness, self management, social awareness and relationship management” for measuring emotional intelligence. The organizational variables and employee performance questionnaire was constructed by researchers in a gender specific model for reliability and validity.

The data obtained in the form of five point Likert scale (ranging from 1 = strongly agree to 5 = strongly disagree). The alpha reliabilities of the scales are as follows:

1. For Self awareness (8 items) scale is 0.83
2. For self-management (8 items) scale is 0.84
3. For Social-awareness (8 items) scale is 0.83
4. For Relationship management (8 items) scale is 0.83
5. For employee performance scale (4 items) scale is 0.72.

All the alpha values are the conventional standards of 0.7 there is a scope for external validity of these measures.

TABLE 1: TO DEMONSTRATE THE DEMOGRAPHIC VARIABLES DESCRIPTIVE STATISTICS WERE APPLIED

| <i>Description</i> | <i>Variables</i> | <i>Respondents</i> | <i>Frequency (in %)</i> |
|--------------------|------------------|--------------------|-------------------------|
| Age (in years) | 18-24 | 51 | 33 |
| | 25-31 | 66 | 43 |
| | 32-38 | 20 | 13 |
| | 39 and above | 17 | 11 |

| <i>Description</i> | <i>Variables</i> | <i>Respondents</i> | <i>Frequency (in %)</i> |
|--------------------------|------------------|--------------------|-------------------------|
| Marital status | Married | 60 | 39 |
| | Un-married | 94 | 61 |
| Gender | Male | 99 | 64 |
| | Female | 55 | 36 |
| Experience (in years) | 1-5 | 89 | 58 |
| | 6-10 | 42 | 27 |
| | 11-15 | 17 | 11 |
| | 16 and above | 6 | 4 |
| TOTAL | | 154 | 100 |

From the above table depicts that demographic profile of the 154 employees, 66(43 percent) belongs to 25-31 years of age group; 94(61 percent) respondents are unmarried; 99(64 percent) respondents are male; 89(58 percent) respondents are 1 to 5 years of experience.

**TABLE 2: TO STUDY THE RELATIONSHIP BETWEEN VARIABLES
CORRELATION MATRIX WAS USED**

| | <i>EP</i> | <i>SA</i> | <i>SM</i> | <i>SOA</i> | <i>RM</i> |
|------------------------------|-----------|-----------|-----------|------------|-----------|
| Employee Performance (EP) | 1 | | | | |
| Self-awareness (SA) | 0.215* | 1 | | | |
| Self-management (SM) | 0.264** | 0.511** | 1 | | |
| Social Awareness (SA) | 0.389** | 0.264** | 0.395** | 1 | |
| Relationship Management (RM) | 0.341** | 0.271** | 0.305** | 0.242* | 1 |

With an evidence of the correlation matrix

1. Self-awareness is significantly correlated with employee performance with 0.215^* , $p < 0.05$, and employee's performance with regression analysis ($t = 0.422$).
2. Self-management was significantly correlated with employee's performance at 0.264^{**} , $p < 0.01$ but not a strong determinant of employee's performance ($t = 0.542$) in corporate sector.
3. Social awareness was significantly correlated with employee's performance at 0.389^{**} , $p < 0.01$ and employee's performance with regression analysis ($t = 3.410$).
4. Relationship management significantly correlated with employee's performance (0.341^{**} , $p < 0.05$) and it is a strong determinant of employee's performance with regression analysis ($t = 2.844$).

TABLE 3: RESEARCH HYPOTHESIS TESTING

| <i>Hypothesis</i> | <i>Path coefficient (β)</i> | <i>P value</i> | <i>Supported/not supported</i> |
|------------------------------------------------------------------------|----------------------------------------------|----------------|--------------------------------|
| Hypothesis 1 Emotional intelligence > managerial performance | 0.7513 | 0.0010 | Supported |
| Hypothesis 2 Job performance > organizational intelligence | 0.8816 | 0.0000 | Supported |

As shown in the Table 3, emotional intelligence positively affected the job performance of the managers ($p = 0.0010$) with a large effect size (0.7513) since emotional intelligence positively and significantly related to managerial performance ($\beta = 0.753, p < 0.05$) supporting H1.

As shown from the Table 3, job performance positively affected the organizational intelligence of the managers ($p = 0.0000$) with a large effect size (0.8816) since job performance positively and significantly related to organizational intelligence. ($\beta = 0.8816, p < 0.05$) supporting H2.

CONCLUSION

In the organization when the evaluation of performance comes to deserve promotion, increments, incentives and to hire individuals Emotional Intelligence is very important factor. If companies are willing to give high priority to the factor of emotional intelligence the results are very effective. India is a developing country and if companies are willing to focus on EI and to inculcate in its environment. This leads the country towards the economic growth and prosperity on whole.

This research has shown that EI has positive impact on job performance of managers. The result indicated that performance of respondents with high EI was high compared to respondents with low EI. In the marketing sector sales manager with good communication and emotions are needed to attract customers and increase sales. It could be a motive to enable training on EI to enhance job performance that leads to increasing employee's productivity and success. The research has implications for corporate sectors especially given the importance of understanding subordinates and customers.

So the organizations should consider the importance of EI as a core course for enhancing the employee performance. More no of employees with high EI score directly proportional to job performance this led to overall increase in organizational effectiveness.

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