

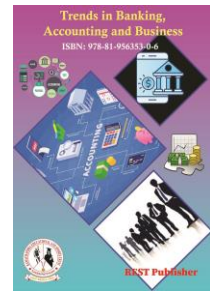


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A Study on Emotional Intelligence and Its Impact on Organization Excellence at Aqua Systems at Hosur

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Abstract: *This Study explores the profound impact of emotional intelligence (EI) on organizational excellence. Emotional intelligence, comprising self-awareness, self-regulation, empathy, and social skills, is increasingly recognized as a crucial factor in fostering effective leadership, cohesive teamwork, and overall organizational success. Through a review of pertinent literature and empirical evidence, this Study elucidates how high levels of EI among employees and leaders correlate with enhanced communication, conflict resolution, and decision-making within organizations. It examines the role of EI in promoting employee engagement, job satisfaction, and resilience, thereby contributing to higher levels of productivity and innovation. By emphasizing the cultivation of emotional intelligence through training, organizational development initiatives, and inclusive leadership practices, this study underscores its pivotal role in shaping a culture of excellence and sustainable competitive advantage within modern organizations.*

Keyword: *Emotional Intelligence, Organization Excellence*

1. INTRODUCTION

In an era of shifting paradigms, one of the world's fastest growing emerging economies, such as India, should be able to develop its human resources as a source of competitive advantage. In order to develop and enhance workforce capabilities and to successfully compete in the 21st Century, organizations have to embark on future oriented human resources strategies. It could be argued that the individual competencies of the workforce in any organization would determine its overall success. This success, among other things, may be attributed to the socio-behavioral characteristics and adjustments these individuals have to make in their job-role and position-power to gain common ground in any organizational setting. Therefore the concept of Emotional Intelligence (EI) is playing a vital role in every organization which describes the ability, capacity, skill or, in the case of the trait EI model, a self-perceived ability, to identify, assess, and manage the emotions of one's self, of others, and of groups. Emotional Intelligence (EI) refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while other claim it is an inborn characteristic. There are many definitions of the emotional intelligence. Cambridge Advanced Learners Dictionary defines emotional intelligence as: "The ability to understand the way people feel and react and to use this skill to make good judgments and to avoid or solve problems". In most of the organizations, executives occupy the top management levels, their day-to-day operations at various departments, units or divisions are highly a complex one, they have to communicate, plan, organize, and execute various activities within the organization. Hence the level of emotional intelligence makes them to communicate effectively and at the same time they should possess leadership capabilities.

2. OBJECTIVES OF STUDY

Help individuals recognize their own emotions, strengths, weaknesses, and triggers.
Teach methods to manage impulses, adapt to change, and handle stress effectively.
Encourage understanding and sensitivity towards the feelings and perspectives of others.
Cultivate effective communication, conflict resolution, and collaboration abilities.
Inspire individuals to set and achieve meaningful goals, both personally and professionally.
Train leaders to inspire and motivate teams, create a positive work environment, and lead by example.
Support individuals in maintaining emotional equilibrium, even in challenging situations.
Equip individuals with the ability to bounce back from setbacks and failures.
Teach the importance of considering emotions alongside facts and logic in decision-making processes.
Harness the collective emotional intelligence of employees to foster a culture of innovation, collaboration, and high performance, ultimately leading to organizational excellence

3. SCOPE OF THE STUDY

This study is made to identify whether emotional intelligence of employees impact on self and organizational performance. This study is made as the researcher find comparatively lesser productivity as that of previous year. Most of the organizations are nowadays taking those employees who are emotionally intelligent, so that they can face the workplace problems easily and they can become more productive for the organization. Emotionally intelligent organization can be made through organizational strategies, self-awareness and self-management tools, through leadership skills, development programs. The present study is aimed to produce significant 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. Scope of the present study is limited to AQUA Systems, Chennai. This would prove to be helpful for the organization in achieving its targets.

4. LITERATURE REVIEW

James (2000) in business, it is growing into a multimillion dollar training industry. Multinational corporations and the world's giant industrial groups are realizing that emotions play an equally important role as intelligence in enhancing employee performance. Daniel Goleman, who popularized the concept, argues that the contribution of emotional intelligence to effective performance at work is as much as 66 percent for all jobs and 85 percent for leadership jobs (Goleman, 1995). Management practitioners all over the world, however, are only beginning to understand what EI is, how EI develops in a person, and what tools, techniques, and methods are available to develop emotional intelligence. Caesar (2003) this study investigates whether the relationship between conscientiousness and performance is stronger for individuals who are high on emotional intelligence. The results of hierarchical moderated regression analyses supported the hypothesis by demonstrating that the relationship between conscientiousness and work performance is positive for individuals high (versus low) in emotional intelligence. However, the opposite pattern was found for those low in emotional intelligence; that is, increases in conscientiousness were associated with decreases in performance.

SjöbergL and Engelberg E (2004) EI was measured by performance and self-report tasks. Data were also obtained on basic values, some standard personality dimensions such as those specified in the five-factor model, social adjustment and several scales of impression management. Criteria were loneliness, work-family life balance and Internet addiction, and also measures of emotional and value deviance. Participants were college students in a business education program who participated anonymously in the extensive test session, which took about six hours to complete. It was found that EI measures - both self-report and performance - inter-correlated as expected, and that EI was strongly related as expected to criteria. People high in EI reported less loneliness, less Internet addiction and better

work/studies - leisure/family balance. Impression management was more strongly related to self-report data than to performance. Self-report data were to a large extent accounted for by measures of personality according to the five-factor model, but performance measures were not. Finally, the extent of faking was measured and controlled for.

Freedman's, et.,al (2005) Critical success factors for work and life are predicted by scores on the Six Seconds Emotional Intelligence Assessment (SEI). In a sample of 665, SEI scores are strongly predictive of effectiveness, relationship quality, health, and quality of life. This suggests that emotional intelligence (as measured by the SEI) is an essential element for professional and personal success. Navigate Emotions: learn from and transform feelings Increase Optimism: identify multiple options for changing the future Engage Intrinsic Motivation: build internal energy and drive:-Increase Empathy: respond appropriately to others' feelings Pursue Noble Goals: align daily choices with principles and purpose

Timothy (2006) This study examined the relationships among employees' emotional intelligence, their manager's emotional intelligence, employees' job satisfaction, and performance for 187 food service employees from nine different locations of the same restaurant franchise. They predicted and found that employees' emotional intelligence was positively associated with job satisfaction and performance. In addition, manager's emotional intelligence had a more positive correlation with job satisfaction for employees with low emotional intelligence than for those with high emotional intelligence. These findings remain significant after controlling for personality factors. A similar pattern was found for job performance; however, the effect did not meet traditional standards of significance

5. RESEARCH METHODOLOGY

Descriptive research includes surveys and fact-finding enquires of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present. The main characteristic of this method is that the researcher has no control over the variables; he can only report what has happened or what is happening. This project involves descriptive research for data collection.

6. DATA ANALYSIS

Percentage Analysis:

TABLE 1. Age of The Respondents

Options	No. of Respondents	Percentage (%)
Below 25 Years	13	11.8
25-30 Years	36	32.7
30-40 Years	43	39.1
40 Years and Above	18	16.4
Total	110	100.0

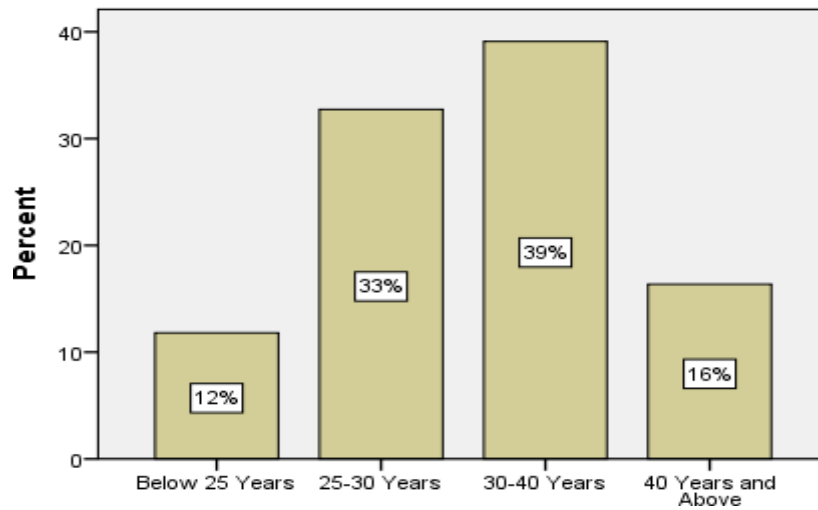


FIGURE 1. Age of The Respondents

Interpretation: 12% of the respondents are aged below 25 years, 33% of them are 25-30 Years old, 39% of them are 30-40 Years, and 16% of them are 40 more than 40 years old.

TABLE 2. Gender of The Respondents

Options	No. of Respondents	Percentage (%)
Male	61	55.5
Female	49	44.5
Total	110	100.0

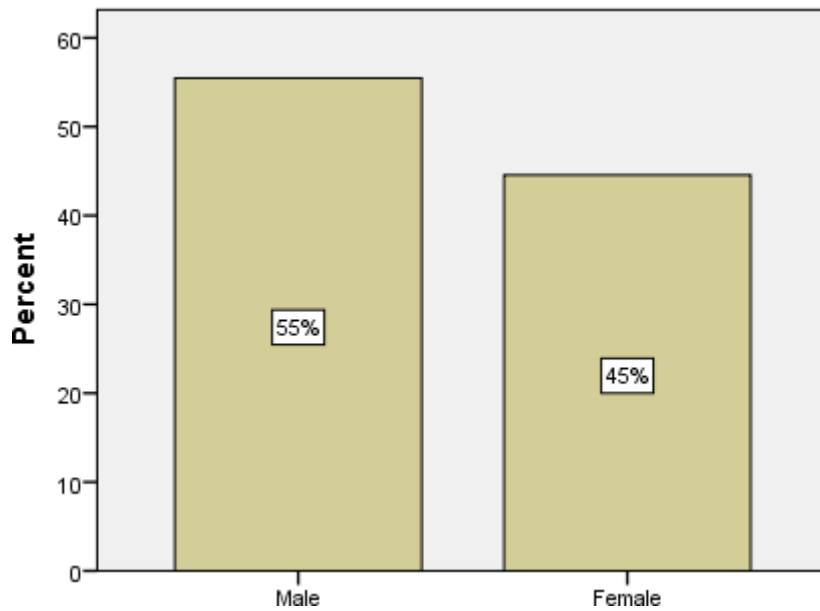


FIGURE 2. Gender Of The Respondents

Interpretation: 55% of the respondents are male and the rest 45% of them are female respondents

Table 3. Marital Status of the Respondents

Options	No. of Respondents	Percentage (%)
Married	52	47.3
Single	58	52.7
Total	110	100.0

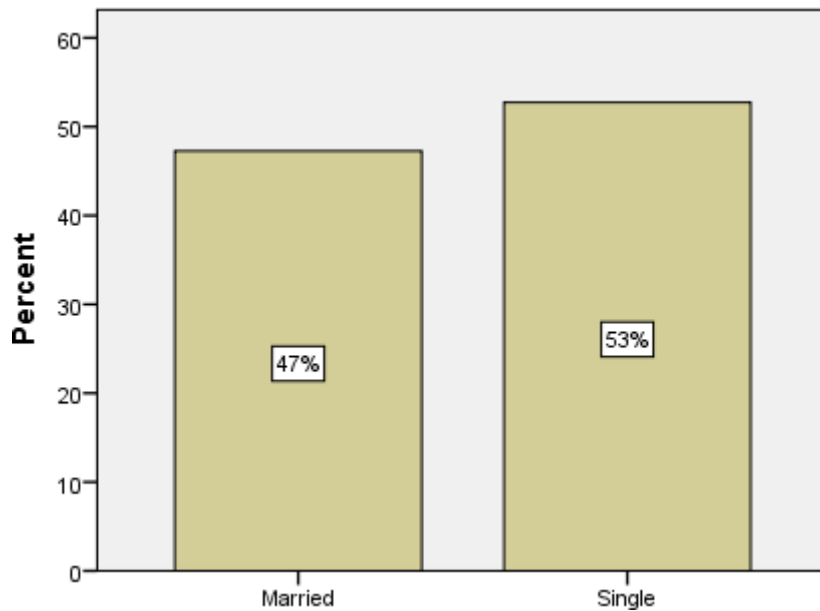


Figure 3. Marital Status of the Respondents

Interpretation: 47% of the respondents are married and the rest 53% of them are not married.

Chi-Square Test:

Chi-square between age of the respondents and admission for their own mistakes and confront unethical actions in others. To find the reliability of the collected data Chi-square test has to be conducted, required hypothesis is the null

Hypothesis:

H₀ (Null hypothesis) = There is no significant relationship between age of the respondents and admission for their own mistakes and confront unethical actions in others.

H₁ (Alternate hypothesis) = There is a significant relationship between age of the respondents and admission for their own mistakes and confront unethical actions in others.

TABLE 4. admit * Age - Cross-tabulation

admit * Age - Cross-tabulation			AGE				Total
			Below 25 Years	25-30 Years	30-40 Years	40 Years and Above	
Admit	Strongly Agree	Count	2	4	9	1	16
		Expected Count	1.9	5.2	6.3	2.6	16.0
		% within admit	12.5%	25.0%	56.2%	6.2%	100.0%
		% within AGE	15.4%	11.1%	20.9%	5.6%	14.5%
		% of Total	1.8%	3.6%	8.2%	0.9%	14.5%
	Agree	Count	6	16	15	8	45
		Expected Count	5.3	14.7	17.6	7.4	45.0
		% within admit	13.3%	35.6%	33.3%	17.8%	100.0%
		% within AGE	46.2%	44.4%	34.9%	44.4%	40.9%
		% of Total	5.5%	14.5%	13.6%	7.3%	40.9%
	Neutral	Count	3	11	14	6	34
		Expected Count	4.0	11.1	13.3	5.6	34.0
		% within admit	8.8%	32.4%	41.2%	17.6%	100.0%
		% within AGE	23.1%	30.6%	32.6%	33.3%	30.9%
		% of Total	2.7%	10.0%	12.7%	5.5%	30.9%
	Disagree	Count	1	5	3	1	10
		Expected Count	1.2	3.3	3.9	1.6	10.0
		% within admit	10.0%	50.0%	30.0%	10.0%	100.0%
		% within AGE	7.7%	13.9%	7.0%	5.6%	9.1%
		% of Total	0.9%	4.5%	2.7%	0.9%	9.1%
Strongly Disagree	Count	1	0	2	2	5	
	Expected Count	.6	1.6	2.0	.8	5.0	
	% within admit	20.0%	0.0%	40.0%	40.0%	100.0%	
	% within AGE	7.7%	0.0%	4.7%	11.1%	4.5%	
	% of Total	0.9%	0.0%	1.8%	1.8%	4.5%	
Total	Count	13	36	43	18	110	
	Expected Count	13.0	36.0	43.0	18.0	110.0	
	% within admit	11.8%	32.7%	39.1%	16.4%	100.0%	
	% within AGE	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	11.8%	32.7%	39.1%	16.4%	100.0%	

Degree of freedom = (R-1) (C-1)
 = (5-1) (4-1)
 = 12

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.495 ^a	12	.745
Likelihood Ratio	9.747	12	.638
Linear-by-Linear Association	.305	1	.581
N of Valid Cases	110		

a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .59.

At 5% level of significance

Calculated value = 0.745

H₀ is rejected.

Inference: $p = 0.745$, this tells us that there is statistically significant association between age of the respondents and admission for their own mistakes and confronts unethical actions in others

7. FINDINGS

1. 39% of the respondents are 30-40 years old.
2. 55% of the respondents are male.
3. 53% of the respondents are not married.
4. 55% of the respondents are middle level employees.

8. SUGGESTIONS

- AQUA Systems should choose those employees who are having a high level of emotional intelligence. Because these people are more emotionally balanced and they have a better understanding of every situation and they can perform very well in these situations weather it is stress, happiness, anger, love etc.
- AQUA Systems should time to time check the level of EI to provide them feedback and get better performance out of them. Because when there is an effective communication between the two sides better will be the results for both the parties hence increased productivity and performance.
- AQUA Systems should give training to employees to improve their EI, because EI can be learned at any age and at any time in life, it is not an inborn characteristic.
- EI techniques should be used to enhance the reasoning of employees.
- Those companies who will be using EI, they'll remain successful in the future, because the workforce will be emotionally more stable and can handle under every situation.

9. CONCLUSION

Conflict is a situation where it creates a disagreement among the employees. Identifying and resolving the conflict Leads to better productivity in the organization. Conflict occurs in different nature where it includes intrapersonal conflict, Interpersonal conflict, Group conflict and Organizational conflict. Identifying these conflicts in different levels helps management to resolve conflict and it brings good working condition, when it comes to Organization is good at identifying the conflict at different levels and they are also providing the conflict resolution training.

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