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The Impact of Emotional Intelligence on Organizational Behaviour among Employees of Information Technology Companies in Chennai

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ABSTRACT: The emotional intelligence intervention is partly a response to the problems that business executives face today. There is a need to develop the highest standard of leadership skills, the challenges of high team turnover, ever increasing demands of customers for high quality goods and services, rapidly changing business environment, economic demands or escalating costs. The companies need people who have both technical knowledge and social and emotional abilities which will enable them to delight the customers. The main objectives of this study to find impact of emotional intelligence on organizational behavior and also suggest to suitable measures to improve enhance and effectiveness of emotional intelligence in IT industry.

KEYWORDS: Human capital goldmine, organizational effectiveness

I. INTRODUCTION

Emotional intelligence is an important role for organization success. It has become a popular concept in all walking of life whether at work, at home, at school or at any other place. The concept mainly relate to love and spirituality. It involves in being aware of one's emotions and how they can affect and interact with traditional intelligence. It is more relevant with regard to important work related outcomes such as individual performance, organizational productivity, and developing people because its principle provides a new way to understand and assess the behavior, management styles, attitudes, interpersonal skills and potential of people. It is increasingly important for consideration in human resource planning, job profiling, recruiting, interviewing, selection, learning and development among others. Emotional intelligence reflects one's ability to deal with daily environment challenges and help predict one's success in life, including professional and personal pursuits. It is the capacity to effectively perceive, express, understand and manage their emotions and the emotions of others in positive and productive manner. Understanding the concept of emotional intelligence requires exploring its two component terms, viz., Emotion and Intelligence.

II. REVIEW OF LITERATURE

The study investigates if the managers; EI has significant impact on effectiveness of task delegation. The study proved that for relation between manager's emotional intelligence as one of the effective leadership aspects is effective delegation. In order to stay competitive and effective, it's essential for bank managers to be aware of their own emotions and be aware of the key role that they play in organization, the role of leading organization to be more effective Bahdor Ganjeh Khosravi (2011).

Nooryan Kh (2011) the main objective of the study was to determine the effects of emotional intelligence education items on job related stress in Physicians and nurses working in intensive care units in hospitals in Yerevan, Armenia. The results found that physicians and nurses experienced high level of stress. The ability to effectively deal

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with emotions and emotional intelligence in the workplace assists employees in coping with occupational stress and it should be developed in stress management training programmes.

III.OBJECTIVES OF THE STUDY

1. To examine the significant difference in the employee's perception towards organizational Emotional Intelligence.
2. To ascertain the relationship among Emotional Intelligence factors in personal and social dimensions
3. To find out the impact of Emotional Intelligence factors on the organizational behaviour of employees.
4. To suggest suitable measures to enhance the effectiveness of Emotional Intelligence in IT companies in Chennai.

IV.HYPOTHESES

The following hypotheses are formulated and structured for the study:

1. There is no significant difference in employee's perception towards organizational emotional intelligence.
2. There is no significant difference between personal and social dimensions of employees and their Emotional Intelligence.
3. There is no impact of Emotional Intelligence of employees on organizational behaviour of Information Technology employees.

V.METHODOLOGY

Research Design

The study is conducted using both analytical and descriptive type of research design. The study is based on primary and secondary data.

Study Area

Chennai is referred to as the Detroit of South Asia. As IT companies have entered the economic arena, their high level of pay has raised the economic standard of young and educated professionals. Chennai, being a metropolitan city, truly represents employees belonging to various strata of the society. The study is conducted in IT companies in Chennai. Chennai hosts a number of IT companies making the study realistic and meaningful. The city consists of Software giants, medium and small software units.

Sampling Size and Design

The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Convenience Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. Totally 800 Questionnaires were distributed and 604 were collected out of which 505 completed questionnaires are found usable.

Secondary Data

The Secondary data were collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets, etc.,

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VI.DATA ANALYSIS AND INTERPRETATION:

Table No. 1. Final Clusters for Emotional Intelligence

Factors	Clusters		
	1	2	3
Self-Awareness	4.18	1.81	3.82
Self-Regulation	4.14	1.92	3.70
Self-Motivation	4.41	2.33	3.82
Social Awareness	4.35	2.29	3.84
Social Skills	4.43	2.27	3.84
Relationship Management	4.22	2.04	3.81
Organizational Behaviour	2.87	2.29	3.58

Source: Computed data

The above table reflects that classified three groups of employees based on emotional intelligence factors. The following table clearly explains the heterogeneous groups for emotional intelligence in IT companies.

Table No.2 Cluster percentage for Emotional Intelligence

Clusters	Respondents	Percentage
Highly Emotional Intelligent employees	186	36.83
Un ambitious employees	16	3.17
Mechanical employees	303	60.00
Total	505	100

Source: Computed data

From above table it is found that, the first cluster comprises 36.83% of employees who strongly agree for all the seven factors of the emotional intelligence. Therefore, this cluster is known as **“Highly Emotional intelligent employees”**.

The highly emotional intelligent employees effectively manage emotions themselves and others. They know well their strengths and weakness. These types of employees are having high level of motivation, self-confidence skills and sharing plans & goals effectively. They handle interpersonal relations as well as social relations effectively in IT industry.

The second group consists of 3.17% of employees with disagreement for Emotional Intelligence. Hence, the cluster is known as **“un ambitious employees”**

Un ambitious employees have lack of self-awareness, self-motivation, self-regulation, social awareness and relationship management. They feel inadequate and disappointed in workplace. These groups of employees are having

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instability feeling, unhappiness and depression in organizational life. They are not able to increase self-esteem, try to improve problem solving skills and also increase social relationships in working environment.

Lastly, 60% employees in IT industry moderately agree for all seven factors of emotional intelligence. Therefore, this cluster is known as “**Mechanical employees**”.

The study found that most of respondents moderately agree emotional intelligence in IT industry. Organization to takes effective training programs to create awareness of emotional intelligence and utilizing the resources. It improves productivity and enhanced leadership qualities in workplace.

Table No. 3. Correlations among Emotional Intelligence Factors

		SA	SR	SM	SOA	SK	RM
SA	Pearson Correlation	1	.707(**)	.687(**)	.633(**)	.672(**)	.678(**)
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	505	505	505	505	505	505
SR	Pearson Correlation	.707(**)	1	.757(**)	.686(**)	.687(**)	.707(**)
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	505	505	505	505	505	505
SM	Pearson Correlation	.687(**)	.757(**)	1	.671(**)	.773(**)	.654(**)
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	505	505	505	505	505	505
SOA	Pearson Correlation	.633(**)	.686(**)	.671(**)	1	.740(**)	.761(**)
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	505	505	505	505	505	505
SK	Pearson Correlation	.672(**)	.687(**)	.773(**)	.740(**)	1	.761(**)
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	505	505	505	505	505	505
RM	Pearson Correlation	.678(**)	.707(**)	.654(**)	.761(**)	.761(**)	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	505	505	505	505	505	505

** Correlation is significant at the 0.01 level (2-tailed).

Source: Computed data

From the above table it is found that self-awareness is highly correlated to self-regulation ($r = 0.707$). This implies self-awareness of employees in IT industry is useful for them to regulate themselves in the work environment. The nature of awareness gives them a regulatory framework to achieve organizational goals. It is also found that self-awareness is positive correlated with self-motivation ($r = 0.687$), Relationship management ($r = 0.678$), Social skills ($r = 0.672$) and social awareness ($r = 0.633$) at 5% level. Therefore it can be revealed that self-awareness factors are the important aspect of employees to motivate themselves and involve themselves in the organizational activities. It is also noted that the employees with increased self-awareness are able to maintain an optimistic relationship management towards both subordinates and superiors. The Self-awareness also determines the social skills of the employees as well as social awareness of understanding other employees. On the whole it can be concluded that self-awareness of the employees is an important deciding factor to assess employees’ personal competence as well as social competence.

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The correlation matrix also indicates self-regulation is positively correlated with self-motivation ($r = 0.757$), relationship management ($r = 0.707$), social skills ($r = 0.687$) and social awareness ($r = 0.686$). It implies that the employee's perceptions of self-regulating framework are able to obtain proper self-motivation and relationship management strategies and possess social skills and to have more social awareness. It implies self-regulation is also considered as an important factor to decide personal dimension as well as social dimension.

The analysis reviewed self-motivation is positively correlated with social skills ($r = 0.773$), social awareness ($r = 0.671$) and relationship management ($r = 0.654$). It forces to conclude that the self-motivated employees are able to acquire required social awareness for emotional intelligence and also to have high social skills to regulate emotional intelligence. It is also found that self-motivated employees are able to appropriately use relationship management strategies to increase their emotional intelligence. The correlation matrix table reviewed that social awareness is an important factor to decide the social skills ($r = 0.740$) and relationship management ($r = 0.761$). Therefore it can be observed that the social awareness of employees is an important factor to increase the social skill of the employees. The social awareness increases the employment relationship management strategies during their organizational duties.

The analysis reviewed that the social skills is positively correlated with relationship management strategies ($r = 0.761$). Therefore it can be concluded that the acquirement of social skills of the employees really help them to acquire optimistic relationship management strategies.

Table No. 4. Coefficients (a) Influence of Emotional Intelligence on Organizational Behaviour - Interpersonal Relationship

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	B	Std. Error
1(Constant)	-1.192	.318		-3.744	.000
SA	.135	.093	.074	1.451	.147
SR	.034	.110	.018	.313	.755
SM	-.072	.110	-.039	-.650	.516
SOA	-.265	.111	-.133	-2.391	.017
SK	.529	.121	.273	4.378	.000
RM	.015	.116	.008	.132	.895
OI	.960	.048	.657	19.823	.000

a Dependent Variable: OB1

Source: Computed data

From the above table it is found that the individual impact is created by social awareness $t = -2.391$, $p = 0.017$, social skills $t = 4.378$, $P = 0.000$ and overall emotional intelligence $t = 19.823$, $p = 0.000$ are statistically significant at 5% level. Therefore it can be concluded that interpersonal relationship of employees in IT industry is influenced by social awareness as well as social skills and possession of good emotional intelligence in IT industry.

VII.FINDINGS ON THE BASIS OF THE STUDY

- It is found from *cluster analysis* that the sample unit consists of 38.3% of employees with highly emotional intelligence and they strongly agree for both personal and social competence of emotional intelligence.

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- The study derives that 3.17 % of employees are unambitious with disagreement for personal and social dimension of emotional intelligence.
- It evident from the study that 60% of employees are found to be mechanical employees. They moderately agree for personal and social competence of emotional intelligence in IT sector.
- The analysis found from *Karl Pearson coefficient of correlation* positively correlated with emotional intelligence factors viz., self-awareness, self- regulation, self-motivation social awareness, social skills and relationship management.
 - The study found from *Regression Analysis* the interpersonal relationship of employees in IT industry is highly influenced by social awareness and social skills. The social competencies of employees are the increasing optimistic relationship with colleagues. Financial position of employees is influenced by self-regulation, social awareness and social skills. The social and personal competencies of employees are upgrading their financial position in IT sector.

VIII.SUGGESTIONS

Based on the findings, the following suggestions are offered to enhance the effectiveness of emotional intelligence in Information technology companies, Chennai.

- It is recommended that all the Information Technology Companies should organize workshops and counseling programmes to create awareness of emotional intelligence to evaluate the employees more appropriately.
- Organizations are requested to utilize yoga, prayer, meditation, rituals and traditional techniques. They improve the employee's physical and mental health, reduce stress level and builds good working environment.
- Information technology organizations can encourage the self-regulated, self-motivated, social skills and relationship management of employees. It helps to raise their abilities and skills, enhances leadership skills and paves the way to make decisions while facing problematic situations in organizational life.

IX.CONCLUSION

Lastly, it is concluded that emotional intelligence of employees significantly contributes to organizational behaviour of Information Technology companies. Hence, it is very important to develop the interpersonal relationship, financial position of employees, quality of work life, carrier growth and opportunities, personality development and decision making. These skills contribute towards organizational growth and great efficiency is achieved. It is concluded that every organizations' emotional intelligence of employees are found that significant relationship to increase individual and organizational efficiency.

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